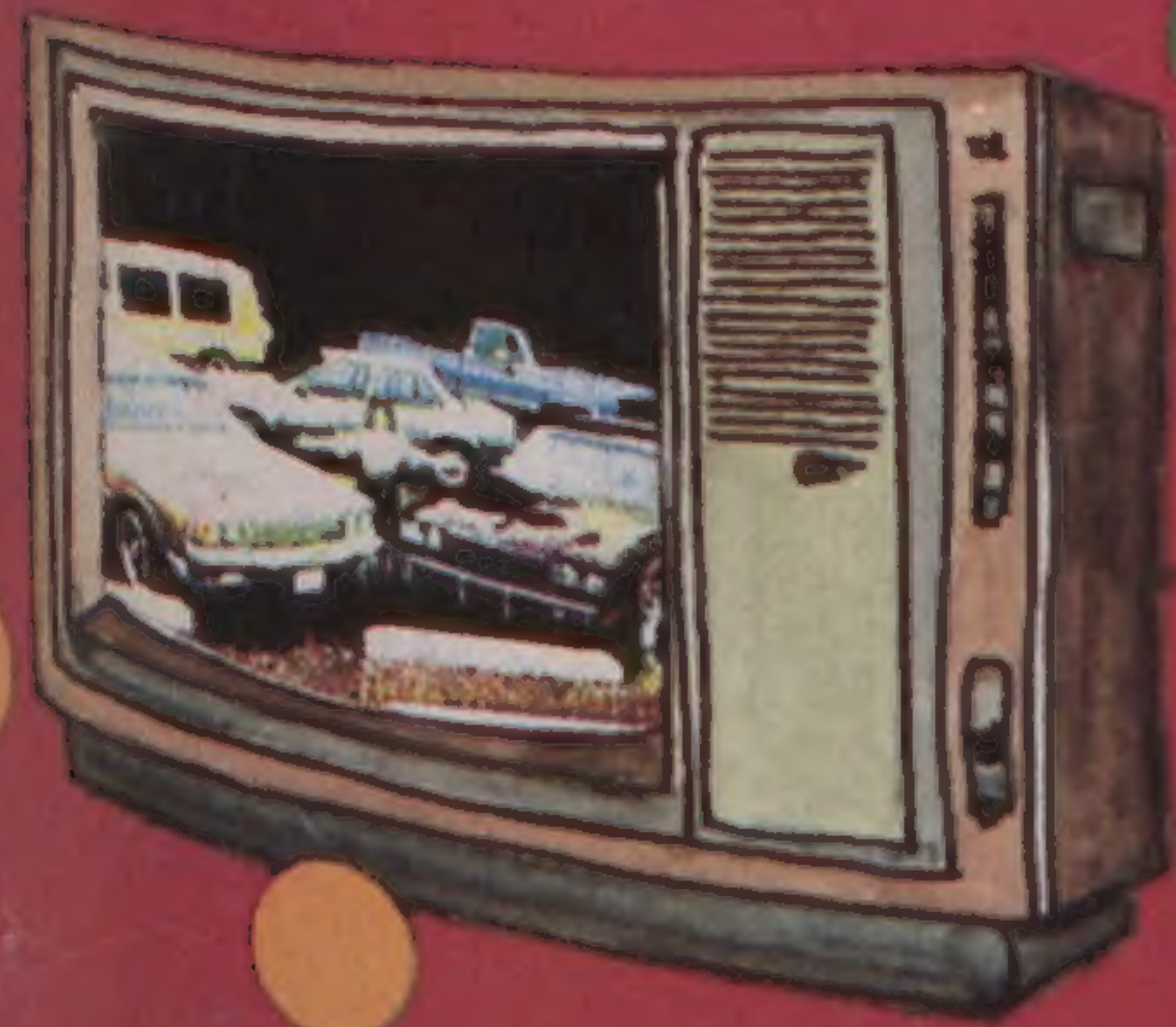


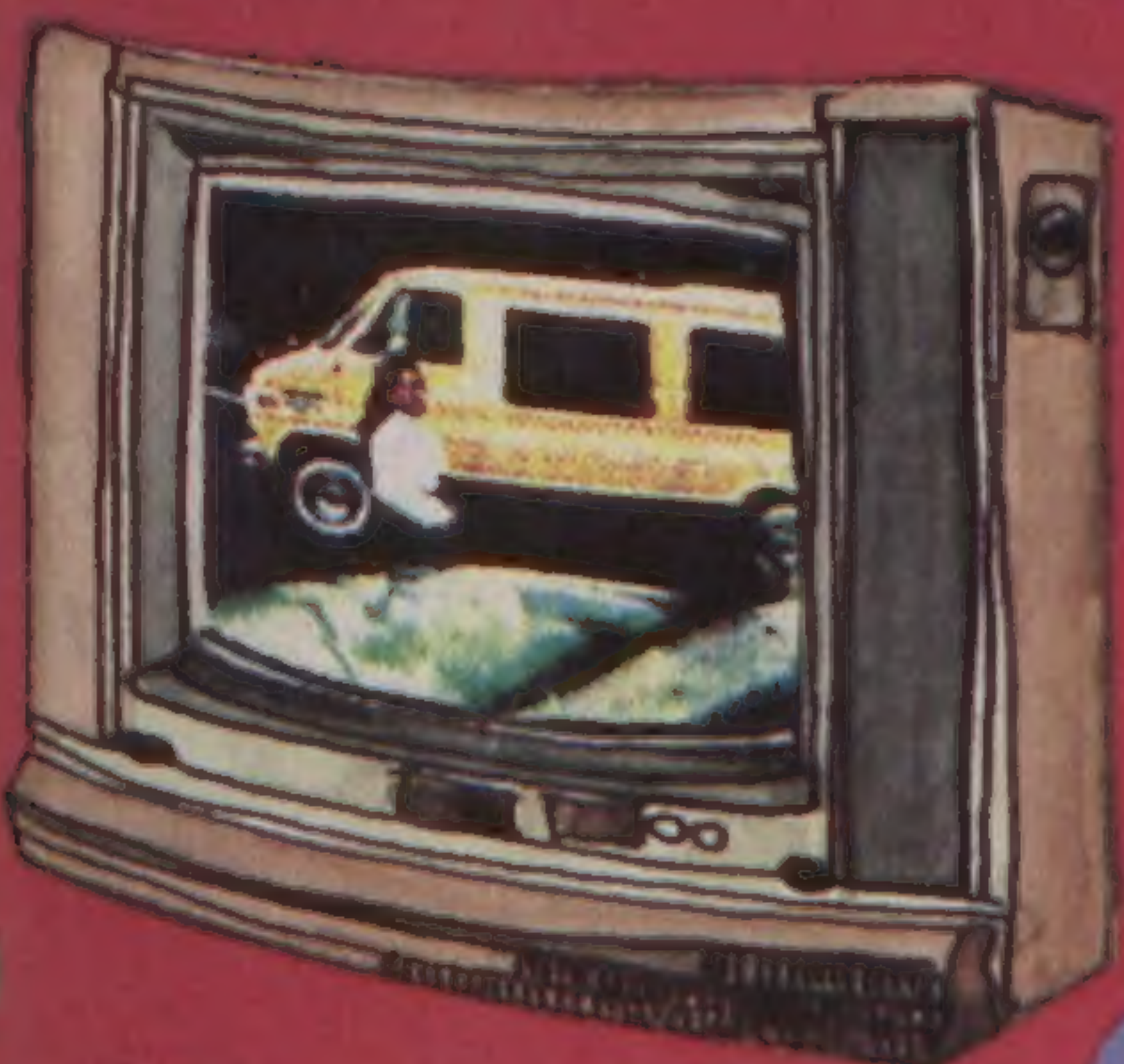
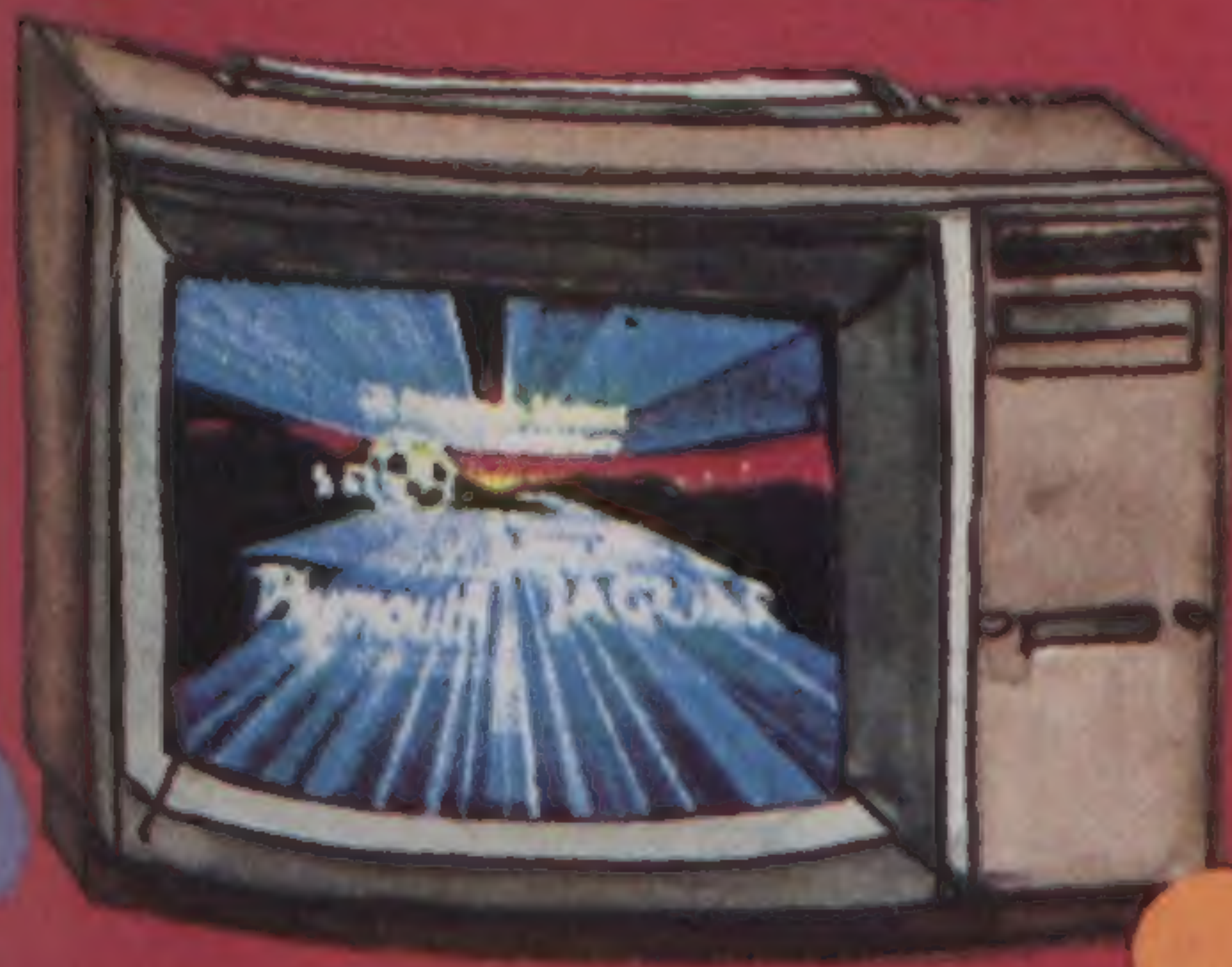
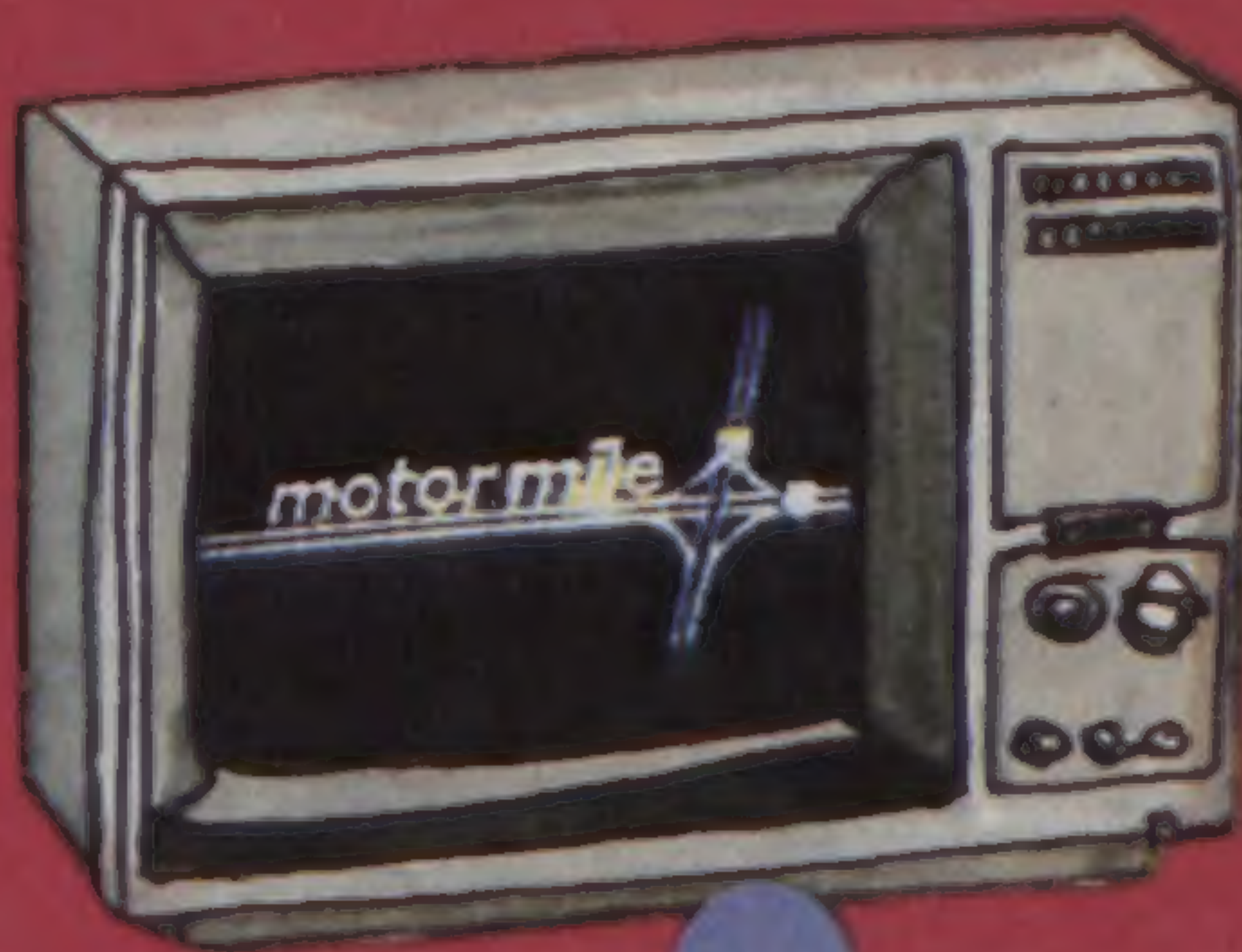
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TV Advertising Success Stories



Special Pullout Computer Buyer's Guide



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(For more information circle #34)

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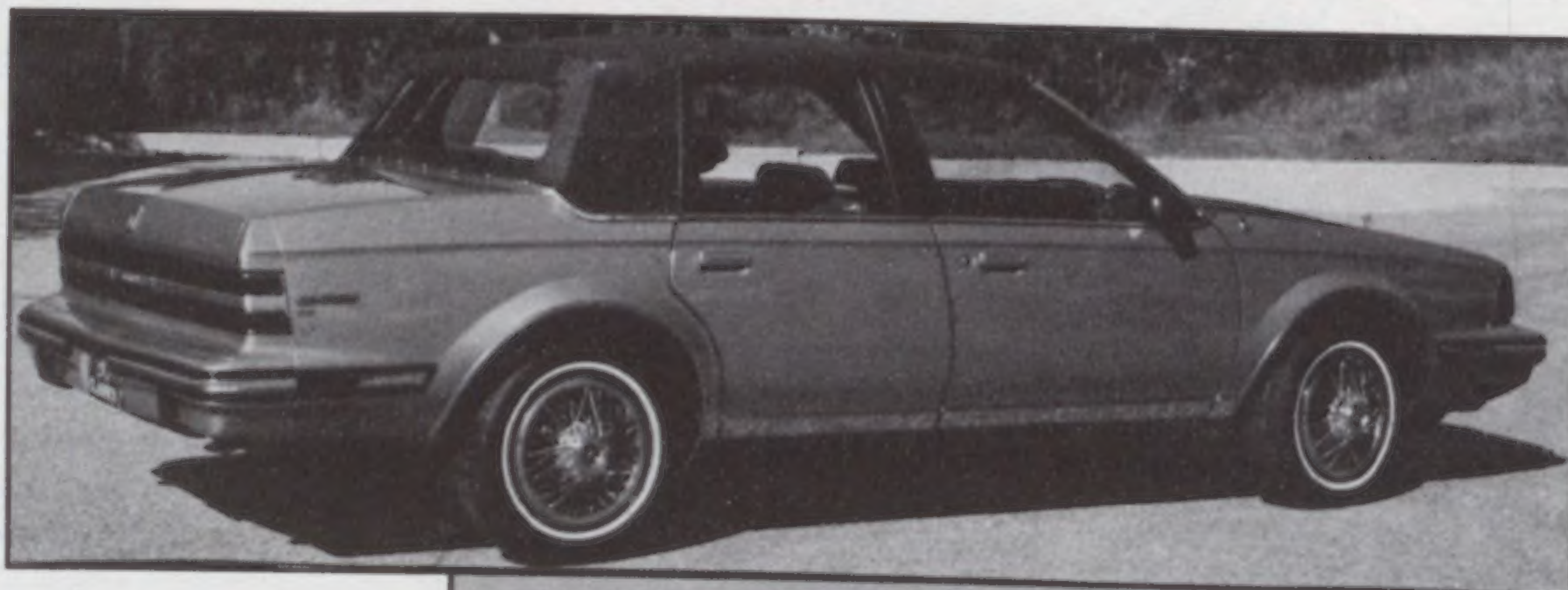


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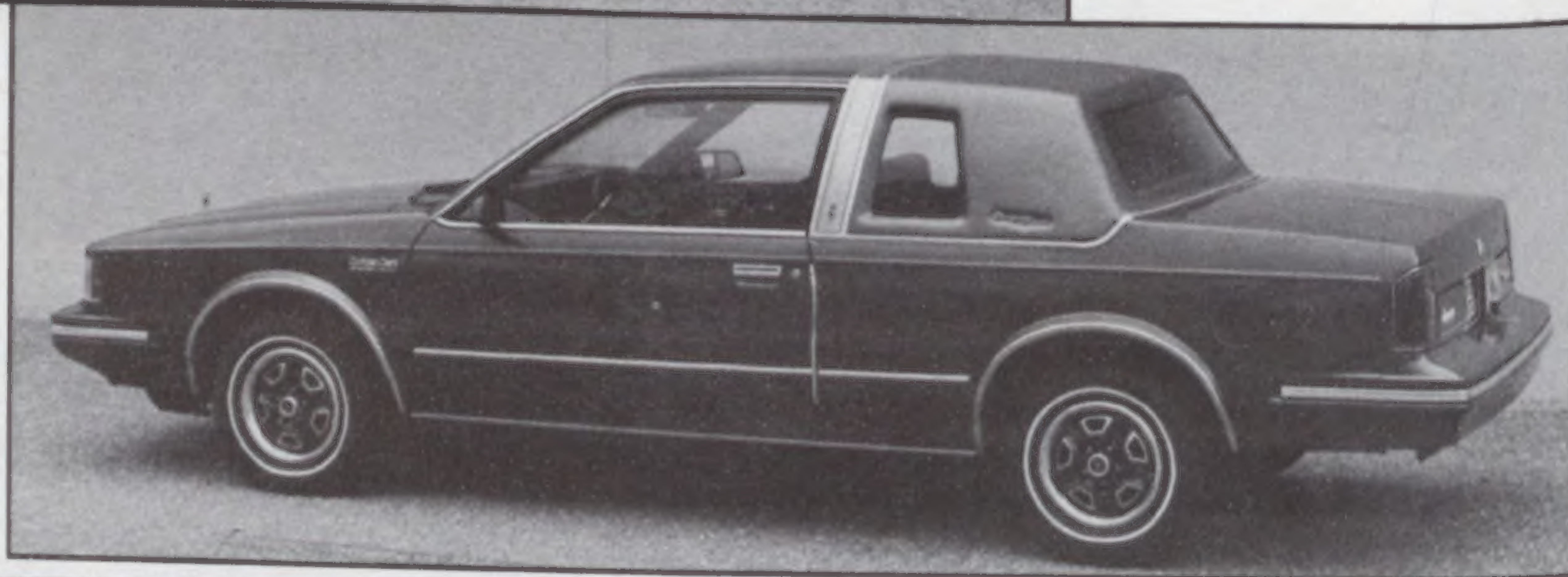
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Arlington, VA

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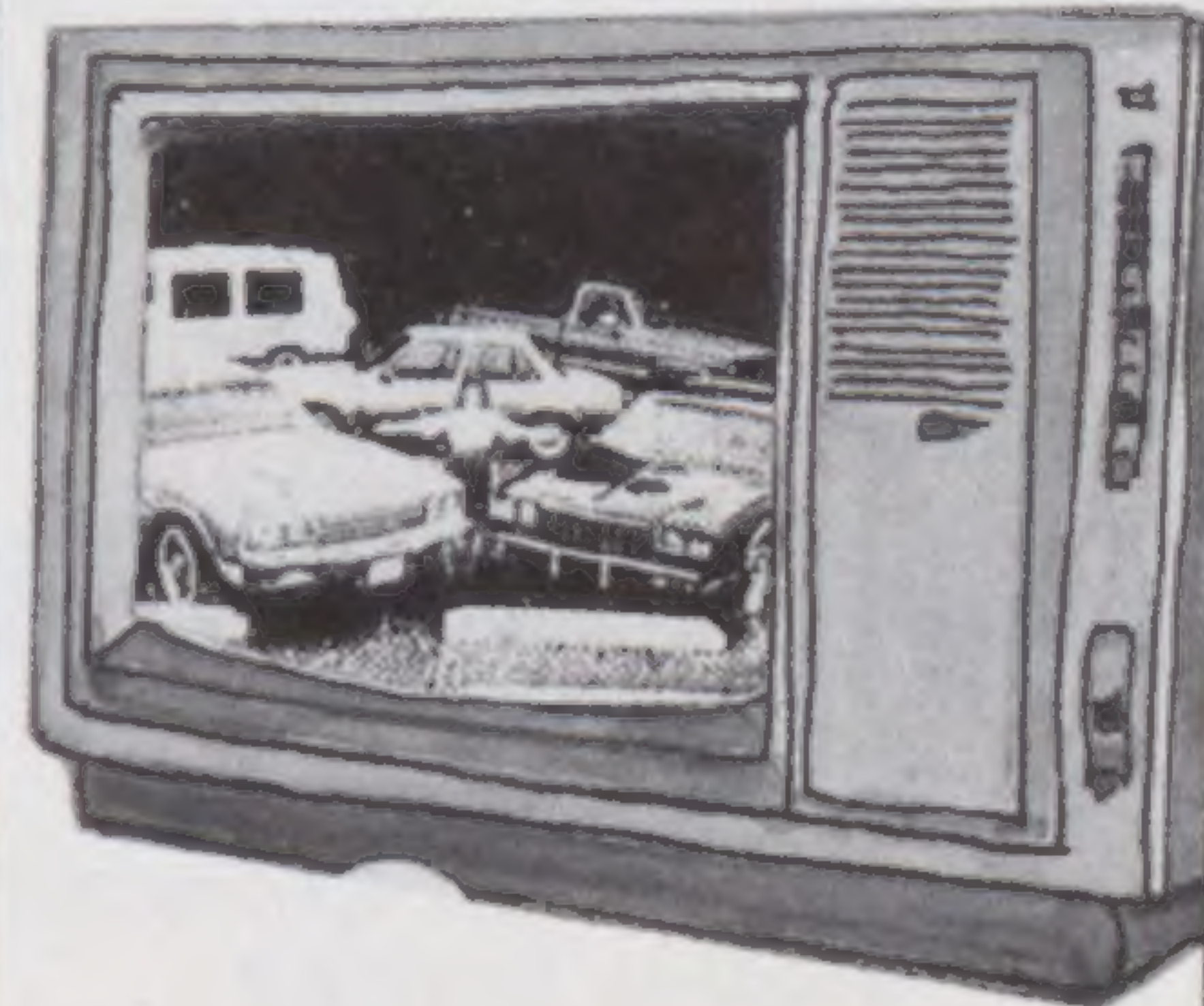
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NADA Service Seminar

One of the best ideas for your dealership is for you and your service manager to attend the NADA Service Seminar on May 15 and 16 at the Hyatt Seattle in Seattle, WA. One of the dealers who attended last year's seminar commented that he and his service manager "learned how to plan, think, set goals and make them work for the dealership." Another stated, "I have gained insight into where our lost service dollars are going, and how to track those dollars." For further information, call NADA Management Education at (703) 821-7227. ■

Promoting Used Vehicles

Jones Ford-Mercury-Jeep of Wickenburg, AZ, promotes used vehicles by displaying factory executive cars, with a copy of the retail invoice attached to the window, on the front line of the used-car lot. If a prospective new-car customer decides he or she cannot afford a new vehicle, the salesperson points out these units and explains that they carry a new-car warranty and that Ford Motor Co. was the only previous owner. Customers are pleased with the luxury equipment at a reduced price, and profits are made. ■

A New Twist to an Old Idea

Karcz Ford Mercury in Pulaski, WI, issues a laminated "Preferred Customer Identity Card" to each new-car buyer. This card entitles the customer to free oil and labor for every oil change on the new car for as long as he or she owns the vehicle. As Bob Karcz sees it, sales are up now, but he wants to work on ensuring continuing service and parts absorption. ■

Employee Contest

DeLand Ford Lincoln-Mercury Inc. in DeLand, FL, initiated an in-dealership contest involving all employees. They were divided into three groups—new and used sales, service and body shop, and parts. The departmental gross from

the same month of the previous year was used, and the department with the highest percent of objective at the end of the month won. The winning department was given a "Winning Team Trophy" and team members each received \$100 cash. The results were startling. The sales department exceeded its previous year's gross by 236 percent, the service department by 204 percent and parts by 142 percent. The dealership's bottom line increased by 836 percent and the month became the best profit month in the dealership's history. ■

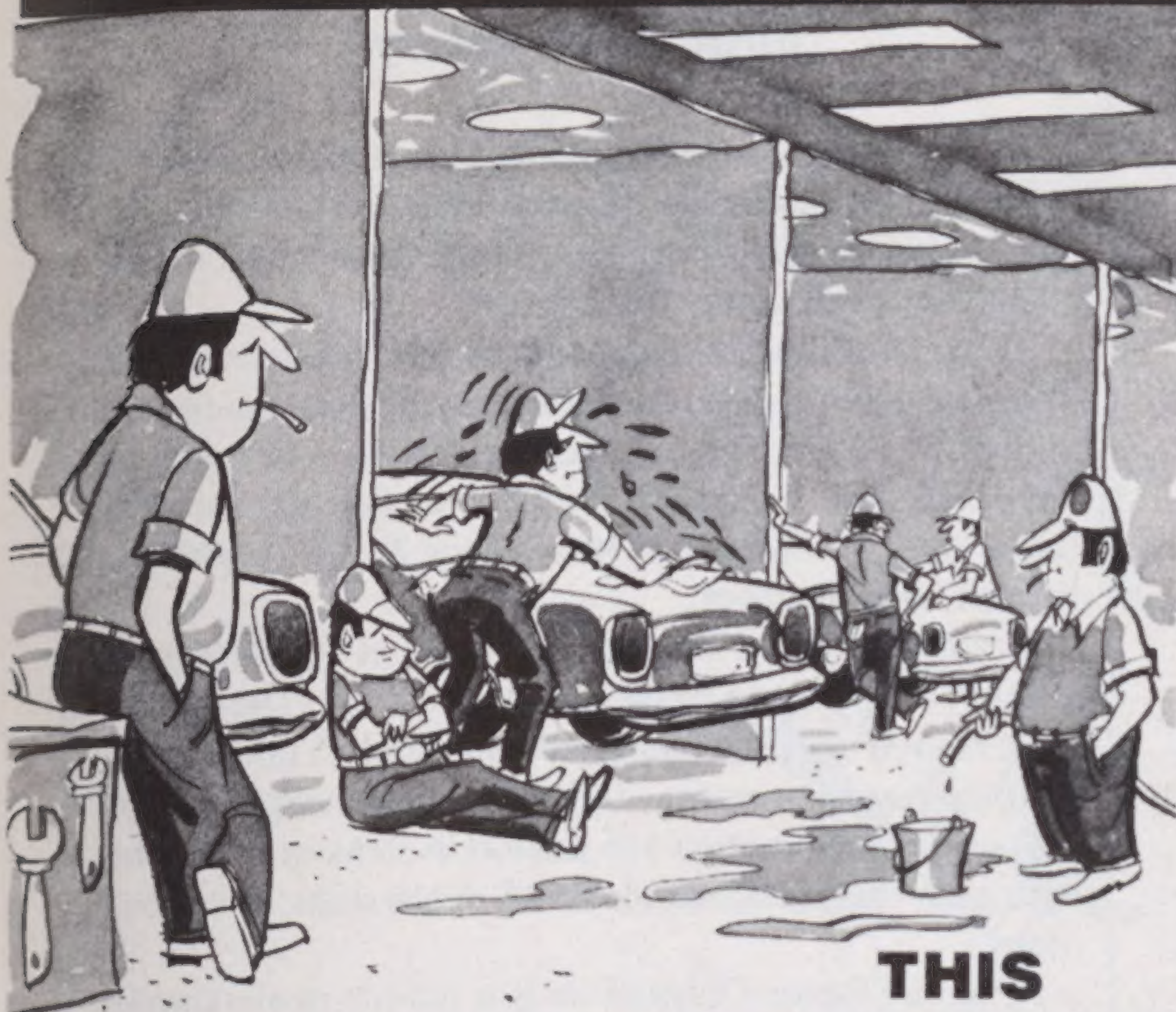
Technician Monthly Supply Allowance

20-Group dealer Dave Zinn of Dave Zinn Toyota Inc. in Miami, has implemented a "technician monthly supply allowance" in his dealership, which has significantly reduced supply waste. Each technician is credited with \$60 each month to be used to purchase his incidental supplies. If at the end of the month the technician has money left in his account, he may keep it. However, if he spends more in one month, the excess must be paid out of his pocket. ■

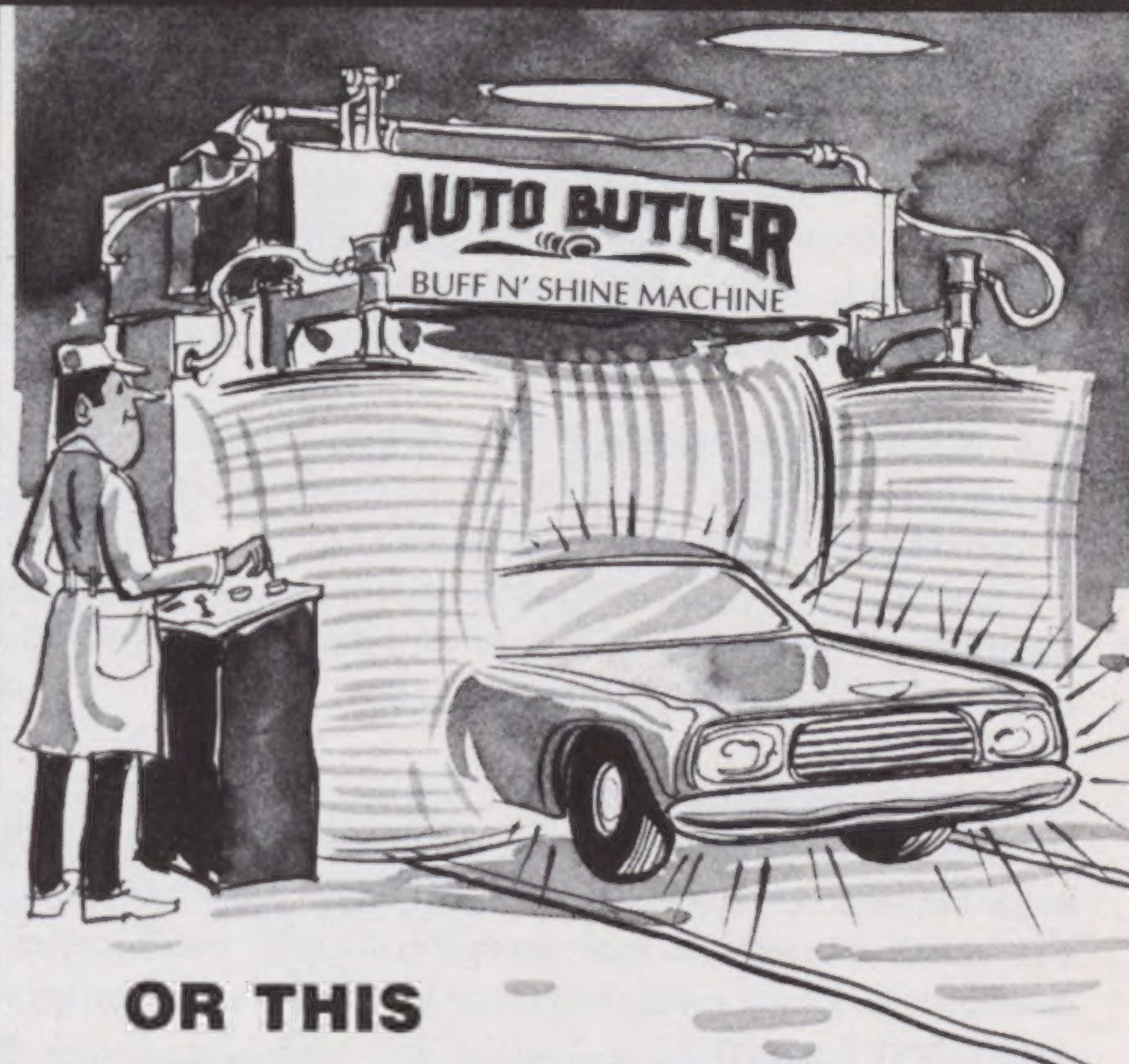
Shop Tool Bonus Incentives

Bill Stearns of Bill Stearns Motors Inc. in Ladysmith, WI, offers a "shop tool bonus incentive" program for his mechanics. Each month, labor sales objectives are set (on an average per number of mechanics employed), and the dealership contributes \$100 a month to a "tool fund." The top two producers (who have met their pre-set dollar objective) split the incentive (\$60/\$40), then purchase individual tools through the company. As an added incentive, a bonus of \$100 is given to the technician who has been top producer the most in a set period of time. Through this program, the technicians have gained an added incentive to produce, a competitive spirit, and an opportunity to purchase tools necessary to their trade. □

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THE AUTO BUTLER Service Builder System

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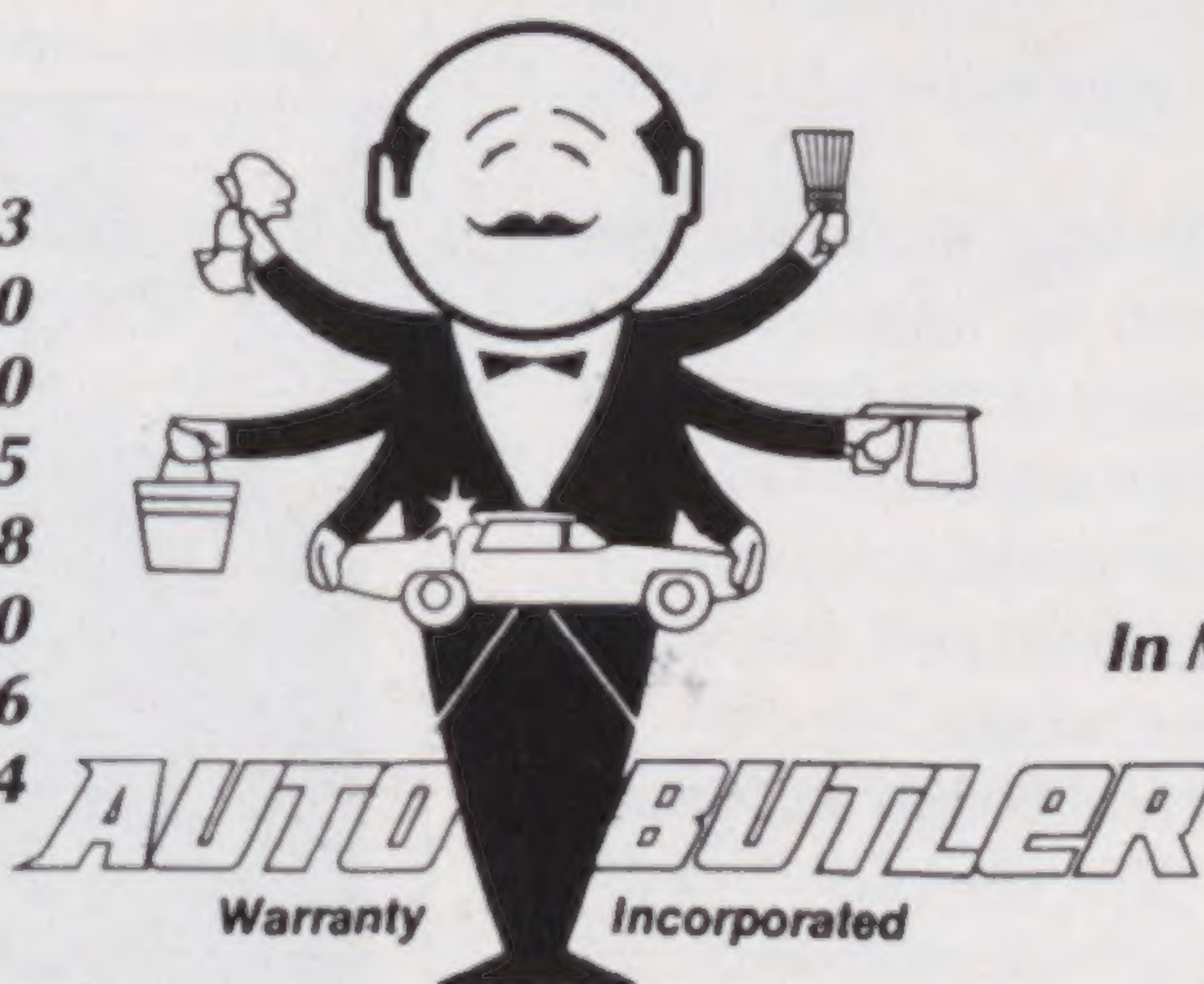
will bring up to 98% of your customers back into your dealership twice a year.

We **GUARANTEE** to produce the highest per square foot profit center in your dealership. Call toll free to discover how you can participate in this program with no capital investment.

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(For more information circle #6)

Executive Notes

Bright future for aftermarket. A bright future for the automotive aftermarket with sales that could top \$45 billion annually was forecast by Roger B. Smith, chairman of General Motors.

Speaking at the Automotive Service Industry Association (ASIA) convention, Smith said the outlook for significantly higher vehicle sales in the decade ahead "spells continued growth and opportunity for the automotive aftermarket." ■

U.S. Mazda plant planned. Toyo Kogyo Co. Ltd., maker of Mazda cars and trucks, has announced plans to build as many as 250,000 passenger cars a year in the U.S.

If the plan is implemented, Mazda will become the fourth Japanese automaker (with Nissan, Honda and Toyota) to set up its own U.S. manufacturing operations. ■

Consumer confidence high. A survey by the University of Michigan's Institute for Social Research found that 17 percent of the families surveyed plan on buying a new vehicle this year. The survey also found that overall consumer optimism remained high for the ninth consecutive month—a performance unmatched since 1972. ■

Isuzu Trucks of America formed. A newly formed company, Isuzu Trucks of America, has been incorporated to import and distribute Isuzu commercial vehicles in the U.S. The company is a wholly owned subsidiary of American Isuzu Motors Inc., and will handle the Isuzu KS truck and the Isuzu medium-range buses, with other Isuzu products to be added in the future. Projections for the first year are 800 units total, with an eventual goal of 10,000 units annually. ■

Mustang turns 20. On April 17, 1964, the first Ford Mustang rolled off the assembly line in Dearborn, MI, to instant success. To commemorate Mustang's 20th anniversary, Ford Division has created two limited-edition models—a turbo GT convertible and a turbo GT three-door hatchback. Each features original Mustang ornamentation, a special commemorative badge and a serialized plaque engraved with the owner's name. Production is limited to 5,000. ■

A new type of salesperson. According to the consulting firm of Personality Dynamics Inc., successful automotive salespeople today are substantially different from those who sold in the past.

"The hard-driving, fast-talking, tire-kicking, flamboyant automobile salesperson...cannot succeed in today's dealership," says Herbert Greenberg, a principal of the firm. "Automobile buying habits have become more sophisticated. Consumers today are concerned about buyer-protection plans, independent suspension, electronic ignition and durability. Quality has clearly become their prime concern."

The firm found that persuasive ability, although still important to sales success, is not enough. This persuasive ability must today be combined with a strong service motivation, detail ability and self-discipline. □

NADA Director Celebrates 50th Anniversary

Joseph E. O'Daniel, NADA director from Indiana and president of O'Daniel-Ranes Oldsmobile Inc. in Evansville, IN, celebrated his 50th anniversary as an Oldsmobile dealer in a special ceremony on April 5.

O'Daniel started his career in the automobile business when he was 17 years old, working in the used-car reconditioning department of McHenry Stark Chevrolet in Evansville. He became a member of that dealership's sales force in 1931 and in 1933, at age 20, he became assistant sales manager.

In 1934, when he was only 21, O'Daniel and George H. Ranes Sr. acquired an Oldsmobile franchise. The dealership started with five employees and sold 75 new cars in its first year of business. Today, the dealership employs 68 people and reached \$15 million in sales in 1983. The company has spawned about 18 dealerships in various cities.

O'Daniel-Ranes Oldsmobile is a unique dealership in that it has survived 50 years with the original management and ownership and the original make automobile.

O'Daniel has been very active in the automotive industry. He has served as president of the state and local automobile dealers' associations and as a member of national committees. In 1952 he received the Indiana Dealers Association's "Herman Goodin Civic Service Award" for outstanding civic service to his community.

He has served on the Oldsmobile zone, regional and national dealer councils and the General Motors Presidents Council. He is currently a member of the zone, state and regional councils and a chairman of the Oldsmobile National Dealer Council and will be a member of the General Motors Presidents Council next year.

He has represented Indiana on the NADA Board of Directors for the past seven years. He is chairman of NADA's Oldsmobile Line Group, a member of the Dealership Operations Committee and Industry Relations Committee.

As part of his anniversary celebration, O'Daniel has had a 1934 Oldsmobile completely restored (see picture below). Oldsmobile presented him with a plaque of recognition and a brand-new Oldsmobile.



The & Sweet & Sound of \$uccess



Nothing sounds better to you than a good bottom line figure. And one sure way to increase your profit per unit of sale is to upgrade your customers with Clarion Spec II stereos.

Choose from over a hundred custom-tailored component systems to fit all auto lines, import and domestic. All at profit margins that give you a sound bottom line.

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yourself or take advantage of Clarion Spec II on-the-road installers, you're sure to come out ahead in the end. And for service, each unit is backed with an original-owner lifetime warranty.

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(For more information circle #9)

Association Safety Programs in Full Swing

Several state associations are working to support seat belt usage and child safety programs in their states.

To encourage the public to use seat belts, members of the Rhode Island Automobile Dealers Association (RIADA) will place reminder stickers ("We love you . . . buckle up") on the dashboards of all the cars they sell. Pictured at right are (left to right) Edward L. Scuncio, NADA director for Rhode Island, Dr. Joseph E. Cannon, director of the Rhode Island Department of Health, and John J. Gilgun, RIADA executive vice president.

Members of The Greater New York Automobile Dealers Association (GNYADA) are supporting their state's "buckle up" and "Play It Safe" campaigns. The association is distributing New York State's "STOP-DWI" pamphlets and has acquired video cassettes on DWI that it loans to members for showings at club meetings, schools, etc. GNYADA is supporting the state's "buckle-up" program by distributing bumper stickers and information at all member dealerships.



The New Car Dealers Association of Metropolitan Dallas (NCDA) is spearheading an educational and informational effort, the "Child Passenger Restraint Program." In association with three area hospitals, NCDA is responsible for a television public service announcement program to educate parents about the need for child safety seats.

"This is a unique coalition between the profit and not-for-profit sectors working together for the public's benefit," says Glen Goode, NCDA chairman. "It's the type of local program that contributes to the national effectiveness of NADA. This program is a centerpiece of our association's work to benefit the consuming public. We are very pleased to be a part of this coalition."

Resusci-Anne Donations

Two associations have recently taken part in Charitable Foundation donations in their area.

A new Resusci-Anne cardiopulmonary resuscitation (CPR) training mannequin has been donated to the Prince George's County Health Department by the Automotive Trade Association National Capital Area (ATANCA) and the NADA Charitable Foundation.

"This donation will enable the county to train many more citizens in CPR," says Mary Burdette, director of nursing for Prince George's County. "It will help us to help others save lives."

The Kansas Motor Car Dealers Association (KMCD) and NADA's Charitable Foundation recently presented a Resusci-Anne mannequin to the Sabetha Community Hospital. It will be used this year to train an estimated 250

people throughout the community in emergency life-saving treatment.



Pictured at the Resusci-Anne donation ceremony are (left to right) Rita Becker, Sabetha Community Hospital Administrator; Gil Broxterman, KMCD executive vice president; Jim Clark, NADA director for Kansas; and Bill Leman, Leman Motors and Eldon Aberle, Aberle Ford, of Sabetha, KS.



Demonstrating Prince George's County's new Resusci-Anne mannequin are (from left to right) Berni Friedman, community health nurse; Alfred P. Shockley, NADA director for Maryland; Mary B. Burdette, director of nursing for Prince George's County; and Gerard N. Murphy, ATANCA president.

Servicing modern automobiles requires trained technicians. Using sophisticated equipment.

What once were routine service operations have become too complex for old fashioned corner garage mechanics. Tune ups. Alignments. Even diagnosing problems demands new skills and special tools.

That's good news for automobile dealers. More and more customers are bringing their cars back to the dealership for service. Surveys show customers trust the dealer's ability to repair today's high tech cars. So, your potential for increased service business is better than ever.

It's also been proven that satisfied service customers make excellent new and used vehicle sales prospects. Get more satisfied customers through the service department and you can improve showroom business at the same time.

That's Where We Come In.

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To help load shops to capacity.

To make customer appointments hours, days, or even weeks in advance.

To keep customers coming back long after their warranties have expired.



The point is that our specially designed computer systems can not only help increase your service sales, they can help extend your dealership's vehicle sales picture as well.

By delivering satisfied service customers.

By providing accurate service histories for each vehicle.

And by generating management reports that let you see instantly how your service department is operating.

Tri-Freedom service management computer systems give you an opportunity to merchandise car sales off of a fixed operation.

Satisfied Customers Take More Than A Good Computer System.

It's true. Besides fixing the car right, your service staff must treat the customers right.

We can help here, too. Our team of field consultants will work with your people to make certain they understand customer relations techniques. With and without the use of a computer.

In fact, our consultants can help you even further. They can show you the *Tri-Freedom* system that best suits your needs. And budget. Because



there are different *Tri-Freedom* service management computer systems designed for different size dealerships.

One increases profitability by increasing the output of vehicles per day. This is accomplished by loading the shop accurately and by maximizing the actual work time of each technician.

One increases traffic flow and average hours per repair order by automatically recommending maintenance and menu pricing schedules.

And one can help increase vehicle sales by retaining histories on every service customer.

They'll all help you reach your service customer satisfaction goals. And improve your sales prospects picture as well.



Can A Service Management Computer System Help You Sell More Cars?

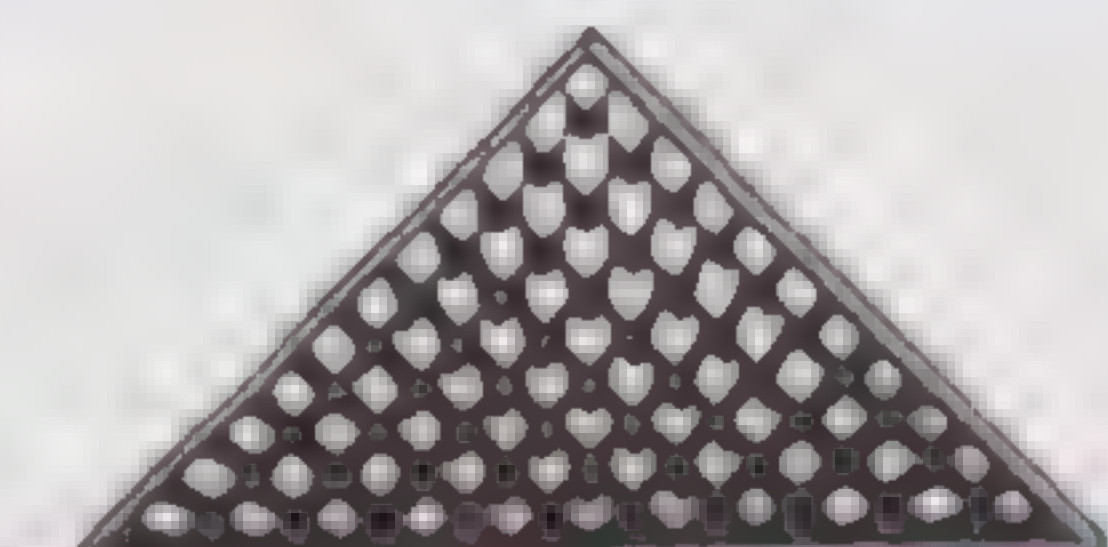
YES IT CAN.

Get Started By Calling Us.

Our consultants will demonstrate how a *Tri-Freedom* service management computer system can benefit your dealership.

You'll learn how our on-site training and 24-hour, toll-free phone number can keep the equipment delivering its maximum return on investment.

Why wait? Call us now so you can begin turning satisfied service customers into satisfied new and used vehicle customers. Call toll-free 1-800-621-6977 (In California, call 1-800-621-9579).



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F&I computer would set
our showroom apart.”**



“It certainly did.”

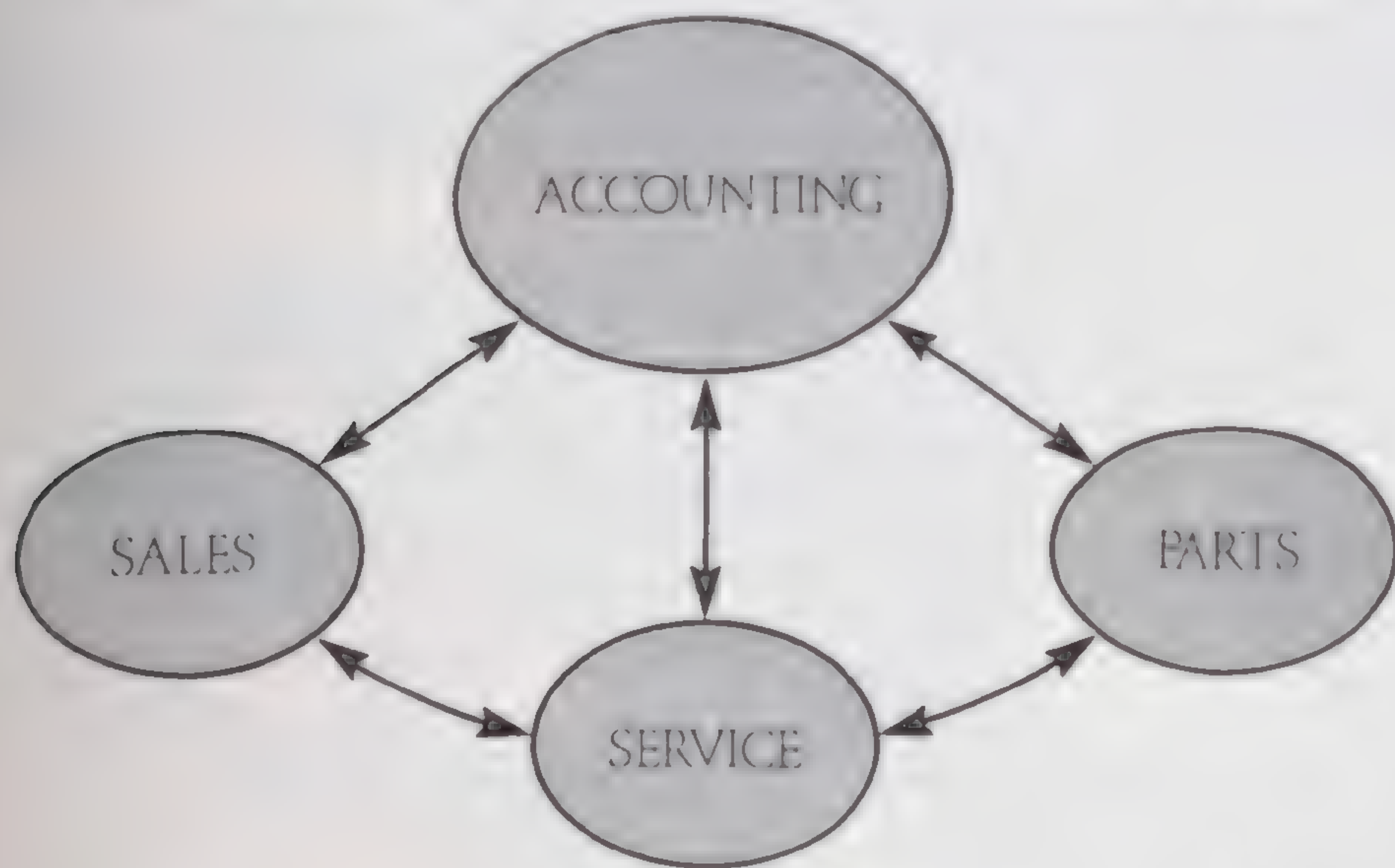


Sometimes, trying to make the showroom more profitable only makes it more isolated.

Because when you start operating on two computer systems — one for sales and one for everything else — information has a tough time jumping from one department to another.

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A system where financial data from all departments — Sales, Service and Parts — feeds into the central shared data base.



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Automatically.

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There's also a full complement of other profit-oriented, point-of-sale programs available, like Service Merchandising, Parts Invoicing and Vehicle Management.

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And you'll wind up with a system you can grow with.

By simply adding more programs, more terminals.

Not more computers.

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(For more information circle #29)

California Franchise Law Held Unconstitutional

The California Franchise Investment Law has been struck down by the U.S. Supreme Court as violative of the Supremacy Clause of the U.S. Constitution. The California law required that claims brought under the Franchise Law be tried in court regardless of the presence of a valid contract to arbitrate. In contrast to the state law, the Federal Arbitration Act establishes a national policy favoring the enforcement of agreements to arbitrate.

In this case, several 7-Eleven[®] franchisees filed state court suits against Southland Corp. alleging fraud, oral misrepresentation, breach of contract and violation of the disclosure requirements of the California Franchise Investment Law. One of the franchisees sought class certification. Southland moved for the arbitration of all claims and the state court granted the motion except for claims brought under the franchise law.

On appeal to the state court of appeal, it was held that the trial court erred in not compelling arbitration of the franchise law claims. It was ruled that the California law was invalid under the Supremacy Clause due to fatal conflict with the Federal Arbitration Act. The California Supreme Court reversed this decision and review was sought in the U.S. Supreme Court.

The U.S. Supreme Court held conclusively that the California law requirement of judicial consideration of the franchise claims conflicts with Section 2 of the Arbitration Act and violates the Supremacy Clause. (*Southland Corp. v. Keating*, No. 82-500, 52 LW 4131.) ■

Special Notice to New Dealers

Dealers new to our industry may not be familiar with older federal laws and regulations. Violation of these older laws can result in fines, litigation and unnecessary unfavorable publicity. As an educational service to our readers, and as a special aid to new dealers, from

time to time this column will explain how to comply with these older laws.

Radio Rebroadcasting Is Illegal

A business is prohibited from rebroadcasting the radio over commercial quality speakers because radio broadcasts usually contain federally copyrighted songs. A copyright owner and the owner's licensees, if any, have the exclusive rights to perform or authorize the performance of their copyrighted songs. 17 U.S.C. Section 106(4).

Federal law provides a limited exemption to this rule for the communication of a transmission that is received

on an apparatus commonly used in a private home, unless a direct charge is made to see or hear it, or the transmission is further transmitted to the public. 17 U.S.C. Section 110.

A rebroadcast of the radio over commercial speakers in an automobile dealership does not fall within this limited exemption. Affected dealers should explore other forms of audio entertainment. □

This column is prepared by the Legal Group of the National Automobile Dealers Association. For further information or questions concerning the items appearing in this column, write: Legal Briefs, NADA Legal Group, 8400 Westpark Drive, McLean, VA 22102-3591.

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(For more information circle #23)

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Hot Spots

Creativity. Dealers and advertising agencies across the country combined it with television advertising and some solid marketing techniques to make 1983 the hottest selling year in memory for new-car and truck dealers.

For six dealers and dealer associations, the creativity and attractiveness of their ads brought national recognition in the 1984 TV Bureau of Advertising/NADA Commercials Competition, as well as increased sales and recognition. These awards, presented in the 8th annual competition, were distributed in special ceremonies at the recent NADA Convention in Dallas.

The TV Bureau of Advertising is the TV industry's marketing association. Its members include more than 550 stations, 14 station representatives, the three major commercial television networks and program producers/syndicators. Here's a quick look at the six

winners selected from several hundred entries.

Washington District Ford Dealers Ad Association

*Association Winner,
TV Markets 1 to 50*

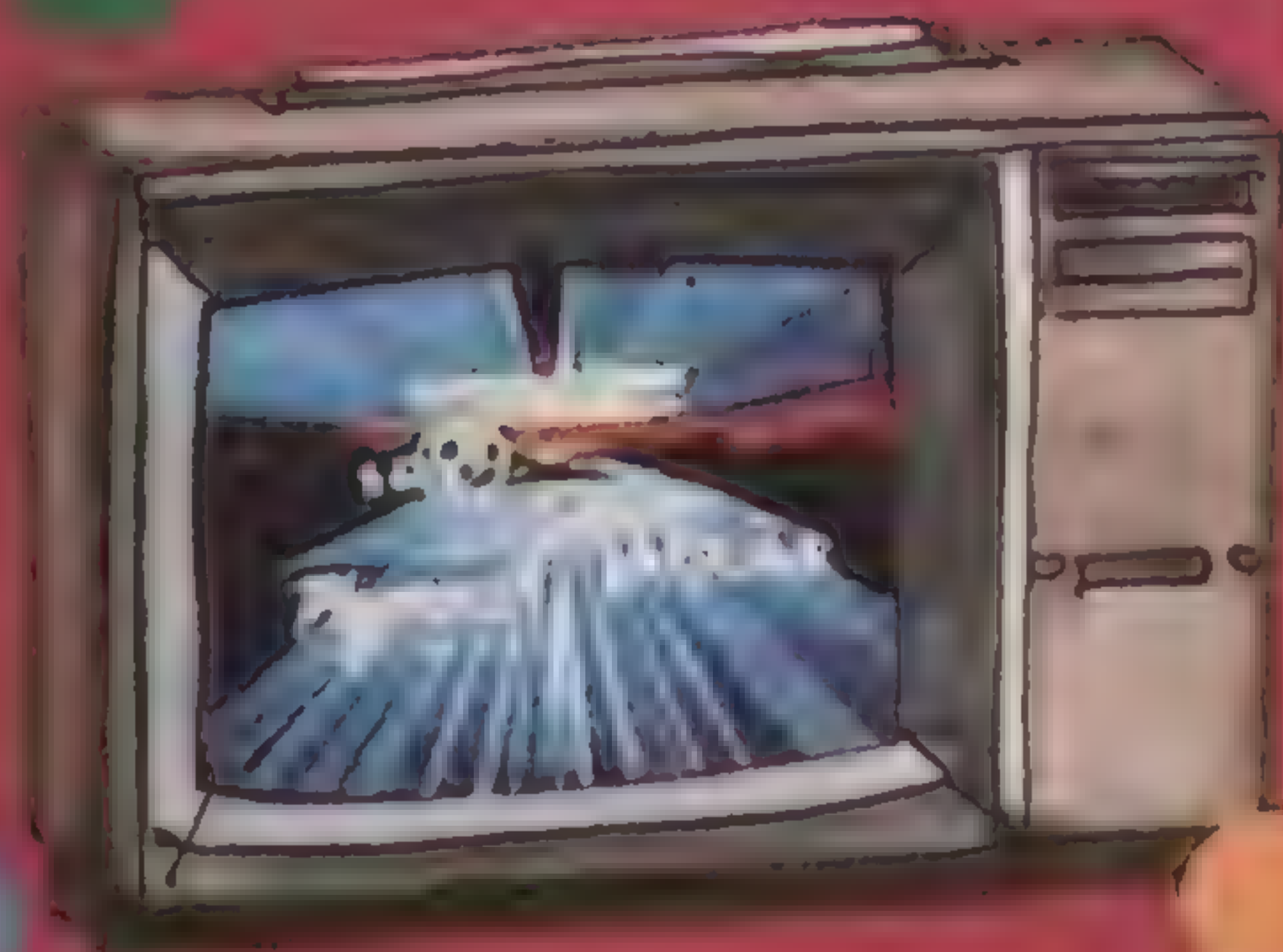
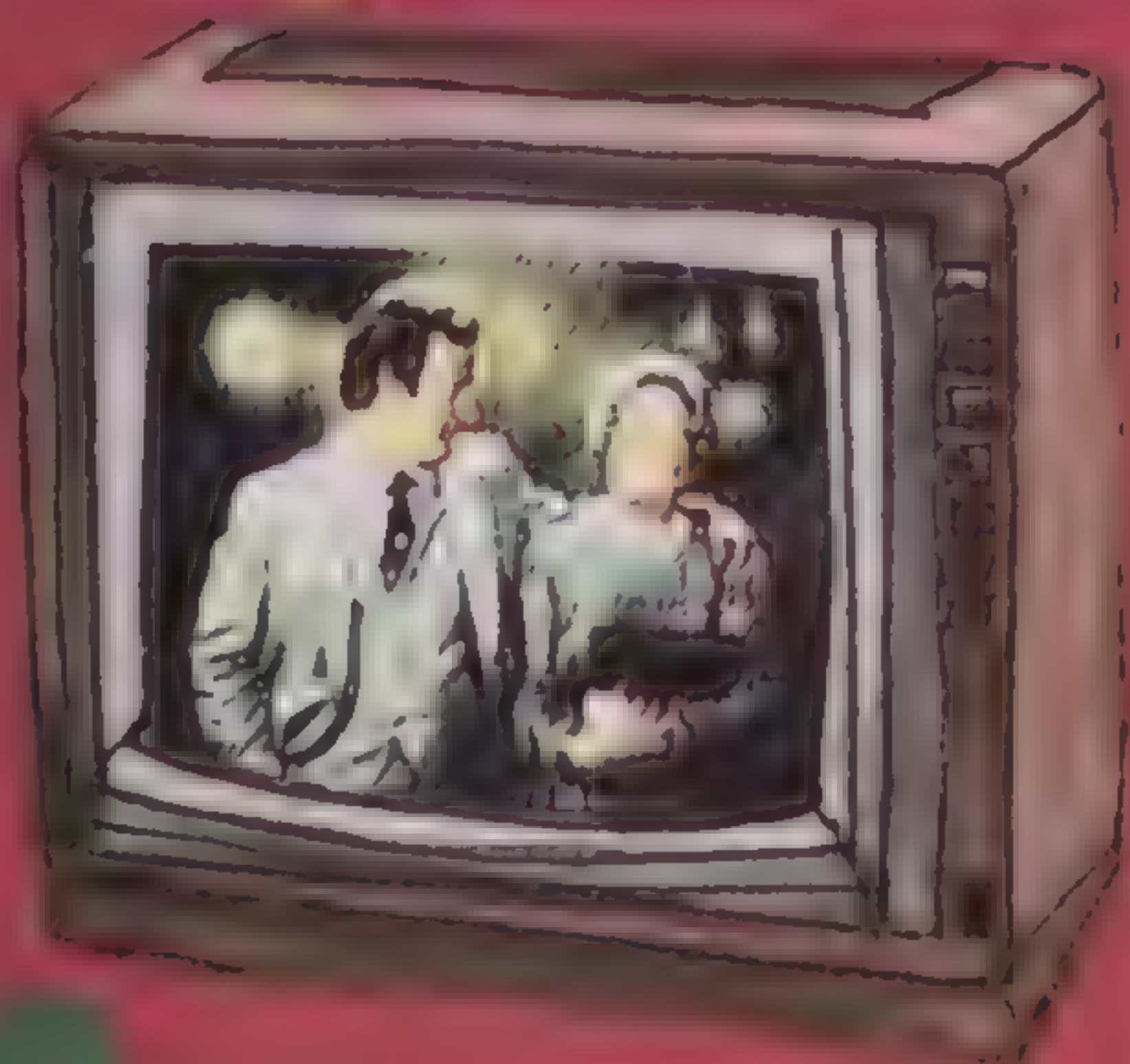
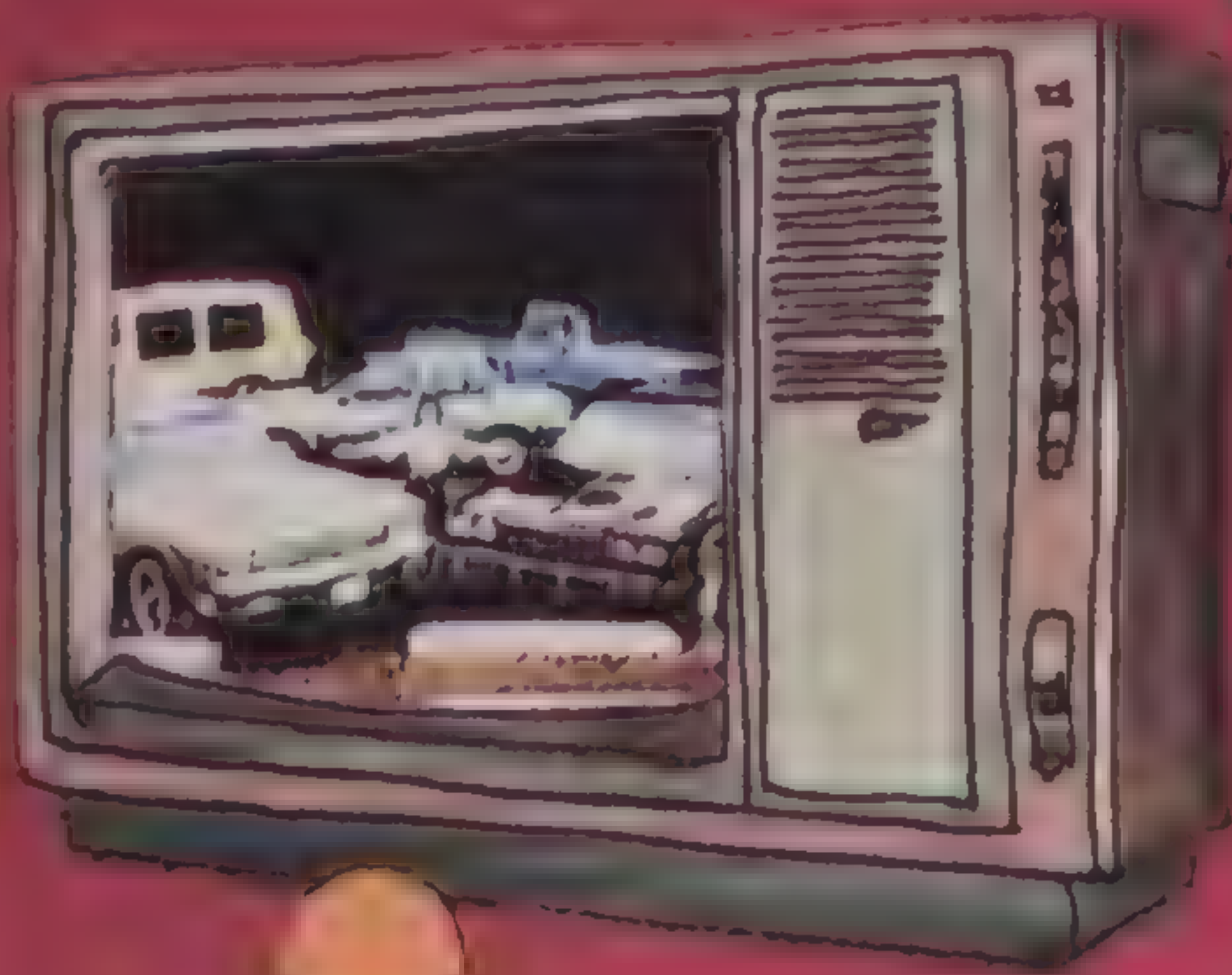
For the Washington District Ford Dealers Advertising Association, Washington Redskins star running back John Riggins has proved a highly successful on-camera spokesperson. Not only has he starred in the 1983 and 1984 Super Bowls, but Riggins has proved to be an effective communicator.

Don Klemkiewicz, chairman of the 94-dealer association and president of Century Ford, Rockville, MD, reports, "The reaction to our Riggins commer-

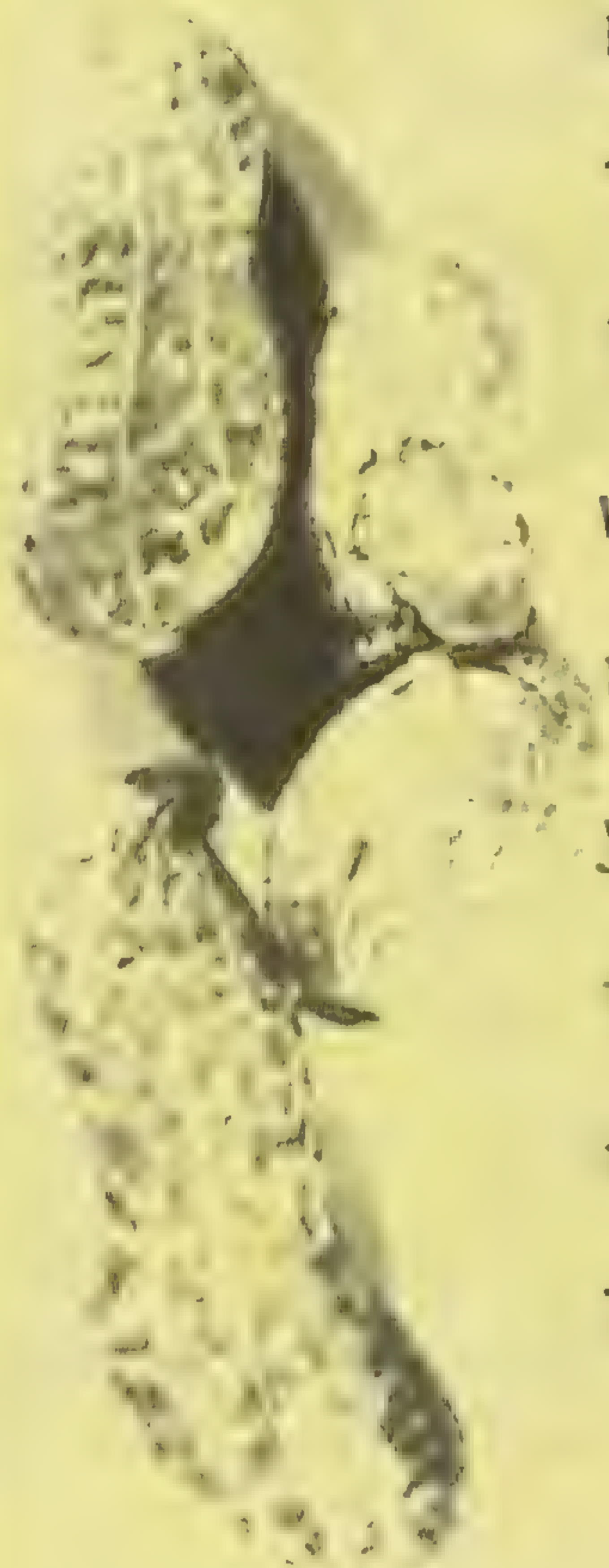
COVER STORY/1

1984 Award Winners

from TvB



Male VO: Right now, you can get a red hot deal on any car or truck, new or used, at Precision Toyota. But you can't get a lemon. When you buy, Precision will give you an immediate cash rebate of up to \$1,000. So if you want to buy a car or truck for peanuts, get up to \$1,000 in fresh lettuce, but not a lemon, don't wait...Rebate...



cials has been overwhelmingly favorable, in terms of our dealers and customers. Combined with television's ability to affect people, the Riggins spots have achieved a high degree of awareness and response."

Developed by W.B. Doner & Co. Advertising, Baltimore, the winning commercial in large markets among dealer associations was one of three produced with Riggins last summer. The campaign broke in September with the start of the football season and the introduction of 1984 cars.

Covering four states and the District of Columbia, the Washington District Ford Dealers Advertising Association reaches southward to Fredericksburg

1984 Award Winners

and Charlottesville, VA, westward to West Virginia, north to Hancock, MD, Chambersburg and Gettysburg, PA, and to the Eastern Shore of Maryland. The association has used television for many years, currently involving 60 to 70 percent of its advertising budget. Radio and newspapers also are used.

Motor Mile Car Dealers Association Greenville, SC

Association Winner, TV Markets 51 to 100

A single television commercial has changed the name of a street in the minds of people and brought a new sense of pride to Greenville, SC.

The commercial, created by Leslie Advertising Agency for the newly formed Greenville Motor Mile Car Dealers Association, employs videotape animation to give the effect of a space shuttle landing in the Southeastern U.S. and touching down on the "Motor Mile."

"We've had a fantastic reaction," Tom Minyard, president of Minyard Oldsmobile-Cadillac and the association reports. "It's such a powerful commercial that it changed the name of the street. People now call it Motor Mile, not Laurens Road. Also, people are taking pride in what they have here and we're pulling business from other areas."

What Greenville has is a one-mile stretch on Laurens Road with 10 dealers selling 27 different car brands. The major thrust of the association is television advertising, using two-thirds of the budget. Radio is most of the remainder. (Some newspapers and billboards also are used, with the latter employing the new association logo at the end of the message.)

"We're not trying to sell cars. We're trying to sell the public on a shopping mall concept," Minyard states. "To do this," he continues, "we needed a commercial that has a lasting effect."

Lower Rio Grande Valley Chevrolet Dealers Association

Association Winner, TV Markets 101 and up

A 12-year-old girl helped the Lower Rio Grande Valley Chevrolet Dealers Association develop an advertising program that increased credibility for its nine dealers.

The winning commercial for the association features 12-year-old Roberta Renaud, winner of a "Little Miss Universe" competition, walking around some new Chevrolets. It cost less than \$1,200 to produce.

According to Kirk Clark, president of the association and vice president of Charles Clark Chevrolet, McAllen, TX, "We (the association) are only one of two districts in the whole Houston zone that actually improved market penetration during a downward business cycle. Television advertising helped us improve our market penetration by maintaining a good strong presence in the market that was contracting substantially."

Roberta Renaud, he notes, enabled the association "to develop a spokesperson who could reach across ethnic lines to all our potential customers. Television blended things we wanted to say and added credibility to our message."

The association, nearly five years old, has dealers from Brownsville to McAllen in south Texas near the Mexican border. About three-quarters of its advertising budget is spent for TV advertising. (continued on p. 22)

Dealership television advertising comes in lots of different packages and approaches. As you read in the preceding story about award winners, some spots tout service, others product. In this story, we meet a dealer who uses still another approach.

Quick As A Wink

After 65 takes and \$41,000, car dealer Steve Smith got what he wanted—two 30-second and two 10-second television spots announcing the grand opening of his Pontiac dealership in Fairfax City, VA. A lot of money for a new dealer to spend, you say. And before he has sold even one car . . .

Well, 27-year-old Smith is known as a guy who takes chances, and he's confident this one will pay off soon. His store opened last month, and before the year is out he hopes to sell 1,350 new and 250 used.

But Steve Smith Pontiac won't fast talk customers into a deal to meet those sales goals, Smith says, and what better way to illustrate that than to hire the "world's faster talker" to be your on-air talent?

John Moschitta Jr. speaks an amazing 534 words per minute, and is best known for his Federal Express commercials ("I know it's perfect Peter that's why I picked Pittsburgh Pittsburgh's perfect Peter may I call you Pete?")

No Fast Talking

Moschitta plays the part of an uncaring man who's willing to offer the customer everything but his attention. The first 30-second spot opens with the garishly dressed Moschitta sitting behind a messy desk in a cluttered office. "How are you doin' lookin' for a new car well you came to the right place I've got two-doors four-doors compacts mid-size luxury models hardtops convertibles vans trucks in every color red white blue yellow green and have I got a deal for you because if you buy today I've got super financing available so what do you say have we got a deal?"

Then the spot breaks to a well-dressed spokesman who assures viewers they won't get treated that way at Steve Smith Pontiac. "At Steve Smith Pontiac we won't fast talk you into a deal. You see, we're the new breed of

Pontiac dealer, and if you're looking for a new or used car, we want you to take your time and be satisfied. Why settle for less?"

Back to Moschitta then, who offers the buyer balloons, buttons, whistles and the like . . . all the while not stopping to listen to what the customer has to say.

Born on Long Island, the 29-year-old Moschitta got his break after an appearance on "That's Incredible" some four years ago. There, he recited the song "Trouble" from the "Music Man" in one minute flat. The Federal Express commercials followed. He received greater notoriety and the appreciation of half a billion fans, when he read the (dreadfully laborious) Academy rules at the 55th Annual Academy Awards. His real forte is serious acting, though, and he's been getting those kind of contracts too.

Service After the Sale

The second Steve Smith spot emphasizes service after the sale. It opens, again, with dealer Moschitta doing one of his famous telephone spots.

Moschitta: "Hello no we couldn't get to it last week we'll get to it as soon as possible in a week or so." [Buzz] "Hello well we ordered the parts we'll get to it as soon as possible a week or so." [Buzz] "Hello we had your car for a month? Well why dontcha try walkin



theJGHTcompany

we'll get to it as soon as possible a week or so."

Spokesman: "At Steve Smith Pontiac, you won't get the runaround. You'll get quick, reliable service for a fair price. You see, we're the new breed of Pontiac dealer and we'll do whatever it takes to keep you satisfied. Why settle for less?"

Smith is confident the Moschitta spots will put his dealership on the map. And he's investing big bucks to make that happen. The ads started a five-week run on April 5, and appear on all five commercial channels in the greater Washington area. Studies show the ads will be viewed 4.4 times a week by the average viewer (2.4 is considered good).

Smith has no agency, so he wrote the spots himself and phoned Moschitta's agency directly to get the project underway. Moschitta's fee is \$20,000 a day, making the costs prohibitive for many dealers.

Not to worry though. If you're a Pontiac dealer who is intrigued with his idea, there's good news. Smith hopes to syndicate the spots to other Pontiac dealers in the coming year. □

Noreen Welle is managing editor of Automotive Executive magazine.

COVER STORY/2

Fast Talker

by Noreen Welle

**AUTO DEALERS:
LEADING TELEVISION ADVERTISERS IN 1983**

	1982	1983	% Change
Cal Worthington Motors/Los Angeles	\$ 1,514,300	\$ 2,988,500	+ 97
Cal Worthington Motors/Sacramento	830,000	1,661,300	+ 100
Jeff Legum Chevrolet & Datsun/ Baltimore	1,293,100	1,489,400	+ 15
Florin Road Datsun & Toyota/ Sacramento	358,800	1,266,800	+ 253
Potamkin Cadillac/New York	1,220,500	1,194,800	- 2
Town & Country Ford/Charlotte	414,700	1,127,400	+ 172
Nationwide Datsun/Baltimore	897,500	1,095,500	+ 22
Westminster Motors/Baltimore	475,400	924,300	+ 94
Celozzi-Ettelson Chevrolet/Chicago	814,400	914,300	+ 12
Rick Case Auto & Cycles/Cleveland	724,500	898,500	+ 24
Toyota City/Baltimore	841,600	776,700	- 8
Sonoyta Motors/Phoenix	433,400	775,800	+ 79
Rosenthal Datsun/Washington	236,300	716,800	+ 203
Mel Clayton Ford/Phoenix	428,000	706,600	+ 65
Jerry's Chevrolet/Baltimore	762,300	691,100	- 9
AUTO DEALER CATEGORY TOTAL	\$121,102,500	\$172,875,300	+ 43

SOURCE: Television Bureau of Advertising from Broadcast Advertisers Report survey

**Don Foss Int'l.
Detroit, MI**

*Dealer Winner,
TV Markets 1 to 50*

The first used-car dealer to win a top award in the eight years of the competition, Don Foss International, operates two locations in the Detroit market, Redford and East Detroit.

The winning entry features actors in the role of Don Foss and his "mom" who vouches for him. The commercial—a first attempt at TV—was one of three produced by the firm's agency, Michael Flora & Associates of Troy.

"We've always done well, but when we started using television, there was as much as a 100-percent increase," says Don Foss, president of the used-car firm.

1984 Award Winners

Approximately 28 percent of the advertising budget went to television last year. "We had such good success with TV that we probably will increase the TV budget this year," Foss adds.

Production budget for the three commercials was about \$18,000, including talent.

**Precision Toyota
Tucson, AZ**

*Dealer Winner,
TV Markets 51 to 100*

Viewers see peppers, lemons, frogs, peanuts and lettuce, but no cars in the ad of Precision Toyota of Tucson.

Founded in 1954, Precision has always been an import car dealer, handling Toyota exclusively since 1965.

The firm's winning commercial was created by the Wettstein Advertising & Public Relations Agency. Four years ago, when Wettstein became the agency for Precision Toyota, the goal was to produce something memorable, according to Jack Rowe, president and general manager of Precision.

"We certainly impacted the market with the memorability we were looking for," Rowe says. Surveys in Tucson show that Precision Toyota placed 12th or 13th in recall prior to the commercials. It placed second, third and fourth in viewer recall after the commercial.

Nine different commercials have been developed in the past three years and are still being used. Each cost an average of \$4,000 to \$5,000.

The humorous touch also works for radio spots and newspaper ads. The

jingle created for the TV commercial is used for radio, while the lemon is featured in newspaper ads with the words "No Lemons."

Rowe reports that Precision has used television for about eight years. "Television is by far the strongest ad medium because you reach people quicker with more memorability; with four local TV stations, we can hit quickly."

In addition to running his own dealership, Rowe is president, Denver Region, Toyota Dealer Advertising Association (TDAA), and chairman of the national TDAA, comprised of the presidents from 22 Toyota regions.

**Zimbrick Inc.
Madison, WI**

*Dealer Winner,
TV Markets 101 and up*

Street signs with Buick model names bisect its 12-acre lot. They were the device for staging the winning commercial for Zimbrick Inc. in the competition.

Created by J.L.S. Productions, which has supervised television for the dealership for the past 15 of its 25 years in business, the commercial proves "it doesn't have to be expensive to be good," says Bill Mills, vice president and general manager of Zimbrick. Produced for \$750, the winning commercial was shot from a boom truck.

The largest new-car dealer in Dane County, Zimbrick has used television advertising since the dealership began, devoting approximately 40 percent of its budget to TV, the balance to Buick newspaper and radio ads. While J.L.S. handles broadcast advertising, newspaper ads are handled in-house. (Zimbrick also sells Mercedes, Honda, Saab and Isuzu cars.)

"We use television primarily to give a general impression of our dealership and we stress product," says Mills. "Television has the most far-reaching effect. We can best cover the small rural communities as well as Madison by TV." Some 290,000 households are in the nine counties served by three Madison stations.

Jim Mader has been the spokesperson for Zimbrick commercials for many years. He has what's regarded as the best-known and recognized voice in Madison. □

Fast & Flashy

Buying a car should be fun," says Allen Gaines, owner of Fireside Chrysler-Plymouth, Schaumburg, IL, and he seems to have convinced consumers that the "Toy Store" is where the fun is. Last year he moved \$50 million worth of new and used cars, parts and service. Obviously, there's more to Gaines than a philosophy.

First, there's television presence—\$150,000 worth of exposure in 1983, and Gaines hopes to double the pot this year. He knows TV works. Anyone who buys a car at Fireside is phoned within 30 days and asked what made them come to Fireside. Most common responses: just driving by (33 percent) and saw the television ads (27 percent).

To make television work, Gaines says, an advertiser has to have well-conceived ads, a sufficient saturation of the medium, and the right demographics in the viewing audience. It's his opinion that few dealers have any one of these. Here's what Gaines airs:

Flash! Still photo of Mazda RX7. Sexy whisper: "Fireside." Lightning bolt! Still of a Conquest. Whisper: "Conquest. The Toy Store." Pow! Still of a swim-suited female. Video-game zipzap sounds. Still of a Lotus. Whisper: "Lotus at Fireside in Schaumburg." Still of a young woman wearing new-wave shades. Whisper: "Winnebago." A still of that. Whisper: "The Toy Store. Come play with us." Silhouettes of a young couple dancing.

It's fast and flashy and unlike any ad for another dealer. It takes more than one viewing to realize it is an ad for an auto dealer. Once a customer realizes that, the immediate impression is that the Toy Store carries a variety of makes. "Someone who's shopping for a car wants to have fun and wants to know we've got a good selection of cars in the category they're interested in. That's it. There's no reason to advertise price. The customer knows we've got to make a profit, and doesn't want any baloney on that point. Our commercials say fun

COVER STORY/3

The Toy Store

by Ron Gillette

and they say selection, and the Toy Store name nails those points down."

There are five commercials currently being aired: luxury, sport, economy, basic transportation and toy. A used-car commercial is in production. Each ad uses the fast-paced collage of still photos and each (except the used-car commercial) confines itself to a single category of vehicle. "For instance," Gaines says, "the economy commercial will show a GLC Mazda, a Horizon, a K-car...five or six cars in that category. No Laser, no Lotus, no RX7 or Conquest. Those are in the toy commercial."

The ads were conceived by Gaines and Chuck Simo, owner of the Chicago ad agency Gaines has used for 20 years. "Our first television ads (about eight years ago) were assembled from magazine cut-outs. They cost about \$1,500 each," says Gaines. Production is more sophisticated today, and the creative cost of the ads has risen to \$7,500.

The basic concept hasn't changed. Simo explains, "The ads sell the dealership, not the cars. Selling cars is the manufacturers' responsibility. By de-emphasizing the cars, we create commercials that can remain in use for several years. If a given car goes out of production, we simply clip that car out of the commercial and substitute another. Our only message about the cars is that Fireside has a lot of makes and models.

"In fact, one of the main reasons we have to update the commercials comes not from the cars themselves, but from a desire to create an up-to-date set of images. The series we've just replaced, for instance, was styled after video games, which aren't as hot in 1984 as they were in 1982. The new series of ads has a high-tech or new-wave look. Given the image of the Toy Store, it's important our look isn't a year behind the times."

Fireside spends \$1,200 a month on Yellow Pages advertising and \$4,000 a month in local suburban newspapers. No advertising—display or classified—is done in the Chicago papers. "At one time," Simo says, "we advertised exclusively in newspapers. We had weekly



full-page ads in the *Tribune*. The problem was that Fireside offers so many cars that our ads became overcrowded and, I thought, ineffective. Television's our best medium."

Of course, there are more business people who believe in television than there are television advertisers. "Too expensive," most think. For some non-advertisers, television really is too expensive, but Gaines has some practices that lower the cost.

The Toy Store

"We make the stations bid for our business," he says. "We say, 'We're going to spend \$100,000 with one station this year. What can you do for us?' At the moment, we're on Channel 2 (the CBS outlet in Chicago) exclusively, and we have very good rapport with the people there. On January 1, 1983, we were committed to that \$100,000 worth of time, but we wound up spending an extra \$50,000.

"The reason we buy in one-year chunks is that the first and third quarters of the year are always slow times for

chances of getting a freebie at those times is very good. Between Christmas and New Year's, for instance.

"We're in an election year now, and we'll be seeing more and more ads for candidates. Those ads are aired at rate-card prices, never less, and, while those ads are running, nobody, by law, gets ad time for less. Except advertisers who have full-year contracts.

"In dealing with a television station," Gaines says, "realize that the more important you are to them, the more they will do for you. As I approach the other Chicago TV stations, I let them know that, in return for my business, I expect to receive the same courtesies I've received from Channel 2. Part of my clout comes from the amount of money I spend. Another part comes from the fact that I will advertise on a show before it catches on. I was on the CBS Morning News when it was zero, but it's gaining now."

A final point about the advertising is made by Simo: "If you don't have product and service to back up advertising claims, advertising is a waste of money."

door sedan with black tires." That was in 1968.

Even then, Gaines had a vision of the kind of business he wanted to run. He imagined that Schaumburg, farther west, was the place to pursue that vision, despite the fact that, at that time, Schaumburg was only sketched in—a site where the action was yet to be.

"I cruised the residential areas surrounding Schaumburg and looked in the driveways. In every one, I saw three cars, four cars, five cars," Gaines says, "and every one of them was old. Add to that the fact that Schaumburg has no public transportation. 'This has gotta be a goldmine,' I said to myself.

"And Schaumburg doesn't have recessions. The median income within a five-mile radius of Fireside is about \$23,000, almost entirely white-collar. The only industrial area is Elk Grove Village, a 20-minute drive from me."

It took about three years to acquire a franchise and locate building capital, but Gaines is convinced the struggle was worth it. Schaumburg has grown up to become the hot spot he imagined. About a dozen other dealers have benefitted from the location, too, creating a thriving auto row around Fireside. ("Of course some dealers will always do better than others," Gaines says with a smile.) Across the street from Fireside are a Toys "R" Us and a Sportmart. "When I see their lots full of cars, I know there's nothing wrong with the economy," Gaines says. "When times are tough, nobody's going to go out and buy himself a bowling ball." Next door is the largest outlet of the Polk Brothers (appliances) chain, and not far away is Woodfield, the world's largest shopping mall, through which pass a million people a week.

So Fireside's got the traffic, the demographics, the media saturation and an image—all of which, according to the dealership's ad agency, would be wasted were there no product and service to back it all up. What's the backup? How does Gaines make good his promise to make car buying fun?

Not by a low-key, soft-sell atmosphere. Not by gimmicks or special deals. Once he has convinced consumers to come where the action is, he gives them action.

"There's nothing more devastating to a customer than to walk into the showroom and find himself alone with a



Toy Store photos by Ron Gillette

television advertising. The second and fourth quarters, including Christmas, are heavy, and rates go up. Given our full-year contract, rates don't go up for us. And, in the first and third quarters, the station still has to fill about 16 minutes with advertising, whether any is sold or not. That means that my

If television is the most important publicist for Fireside, its location is next. The Toy Store image wouldn't have worked at Gaines' previous location, in a near-west suburb of Chicago. "The average customer was 80 years old, my average salesman was 90 years old, and everybody wanted to buy a 4-



Allen Gaines, owner of Fireside Chrysler-Plymouth, the Toy Store.

bunch of salesmen. He's dead meat waiting for vultures. When a customer walks into Fireside, the gust of air from the door sets 500 balloons in motion. That in itself creates life. And here, the showroom is never empty. There are always several customers in the showroom, and every salesperson is on his feet. We don't allow newspapers or radios in our showroom. In addition to preventing distractions, it prevents us from hearing the media tell us that business conditions are rotten.

"Every salesman has a nametag, and each is trained to approach on sight: 'Hello! My name is blah blah. What kind of car are you looking for?' 'Well, a medium-size car with front-wheel drive.' 'Wonderful! I'll take you outside and show you hundreds of them.' It is fun to look at more product than you've ever seen in your life.

"When the salesman and customer return to the showroom, the salesman seats the customer in the recessed conversation area that surrounds our fireplace (the origin of the first of the dealership's two names) and offers a cup of coffee. 'Why don't you warm your hands while I get rid of my coat?' the salesman asks. While the salesman is getting papers together, the customer again has the opportunity to see the showroom is full of shoppers, which is reassuring.

"The customer also knows that his time at the fireplace is time that should be spent gathering his wits, for, when the salesman returns, it's gonna be the time to deal. Price talk. It's my experience that most people enjoy the contest

involved. Who's gonna win this game? Surprisingly, in many cases, we're the first dealership that really tries to sell the customer, and we will tell him, 'We don't want you to come back tomorrow. We want you to buy a car now.' I don't believe in 'be-backs.' If I had held all the cars people were going to be back for, we wouldn't have needed a moon-shot—we could have walked to the moon on the cars I've held!"

If a salesperson feels unable to close a deal, he or she must turn the customer over to one of nine managers. Failure to do so results in an immediate firing. "There's no reason for a salesperson to resist turning the customer over. Commission isn't affected. The thing is," Gaines says, "the manager is an experienced closer and he's more in touch with our total inventory than the sales force is. The procedure is only an aid to the salesperson."

Obviously, some customers go through the whole process without buying a car. The process isn't over, though. The day after the visit to the showroom, the non-buyer receives a Firegram: "Dear Ms. Blank: Yesterday, I received some very disturbing news. I was told you were kind enough to visit us but did not buy a car, and I couldn't help but feel we had failed you in some way. We realize we cannot sell everyone who visits our showroom, but, when we fail, we like to know why....Perhaps our salesperson didn't give you all the information you wanted. Maybe there was a misunderstanding or the terms of our deal were not suitable. Please take a few

seconds to call me personally. Your answers will help us serve you better. Many thanks for your help, F.D. "Rick" Weissberg, vice president."

If the customer's first contact did result in a sale, a different Firegram goes out within 30 days, announcing service hours and procedures and congratulating the buyer on the new toy.

In all of this, it's the inventory that's the heart of the sizzle and the steak. It's the inventory, too, that makes possible

The Toy Store

another uncommon policy: "We don't take orders."

Gaines believes if a customer can't find the right car among the 700 cars on the lot, that customer doesn't want a car. As far as options are concerned, at Fireside, the process of putting together a package of options is primarily a subtraction process—most cars are ordered loaded.

"Ordering cars is begging for problems. Maybe there's a parts shortage and the car doesn't come in for eight weeks, 12 weeks, 15 weeks. The customer assumes you sold the car to someone else. He knows we made some kind of mistake. The 1976 Volare wagon was the last car I ever accepted orders on. I accepted more than 200 orders, and we were allocated only 15 a month. I listened to lots of yelling and screaming before I called all the customers and told them, 'We'll give you all your money back. You're never going to get your car.' Obviously, if someone wants a red Lotus, I'll order it, but I'm going to get a \$10,000 deposit, too.

"I could be sitting here today with 300 orders for the Voyager. I started getting orders last September. But what if my allocation is 20 a month?

"For another thing, nobody orders a car unless you've offered the lowest price. If you've offered the lowest price, I can almost guarantee you've made a mistake. By the time the car arrives, you realize the mistake. You forgot to add freight or some other major cost. Suddenly the customer sees you as a liar and a cheat. Who needs that?"

The policy isn't quite as hard-nosed or inflexible as Gaines makes it sound, though. He will order a car if the order is for something that'll be easy to sell to anyone and he'll give you a call when it comes in. What he won't do is take a de-

posit. Mr. No-show or Ms. Slow-to-show won't tie up a car for a minute. Fireside also will install air conditioning, various radios—any factory product—or will cut a sunroof.

The smallest inventory ever carried is 400 cars, and Gaines is confident that, even within that, the hot items are generously represented. "I've done my homework, and I move thousands of Chrysler products and about 600 Mazdas a year," he says. "I expect better

The Toy Store

treatment from the manufacturers than they give a guy who orders 10 cars a month. When something like the Voyager comes along, I expect to get as many as they can build. I want the right colors, the right interiors and so on."

Not every manufacturer responds. Gaines is happy with Chrysler and Mazda, both of which have seen dark days during their relationships with Fireside, but, in both cases, the manufacturers listened to what their dealers were telling them. (In Chrysler's case, though, the listening didn't begin until Iacocca took the helm.) Fireside used to handle Fiat, too, and Gaines says that was a classic case of unresponsiveness. "We told Fiat, 'You've got a bad product! Don't tell customers their warranties are over. These cars should be on endless warranties! Step up and address your problems!' The Strada, for instance, had bad air-conditioning problems. The same problems that existed at 12,000 miles existed at 36,000 miles, but Fiat wouldn't touch the cars. Consequently, they're out of business in the U.S. today."

In contrast, Gaines is proud that, between 1971 and 1975, Mazda offered customers free repair on all rotary engines, regardless of mileage. "You can't imagine how many rotary engines we fixed at \$1,200 a pop!" he says. "Those were called goodwill claims, and they really lived up to their name. Mazda had beautiful rapport with the press, government and consumers. Then, in 1977, they came back with the GLC, the 626, and the RX7, and people loved the cars and bought them."

Gaines is similarly impressed with Chrysler. Now. It wasn't always so. "Dealers told Chrysler in 1977 the company was going down the drain, but they didn't listen. Today, if I run into a prob-

lem with, say, a New Yorker, I inform Chrysler and, within short order, my complaint is fed into a computer. Information feeds in from dealers all over the country, and Chrysler can tell quickly if they've got a problem with a given supplier. That whole process may take a week. In the old days, it might have taken months to identify a source of a problem, and by that time, the run was over and a bad reputation was in the making."

Current dealings with Winnebago aren't too happy. "They've just come out with a cargo van. Fine and dandy, but they didn't take any space at the Chicago Auto Show," Gaines complains. "They told me it was too expen-



sive. On top of that, they never even called me to ask if I wanted to take space. Chrysler took 40,000 square feet of space and Iacocca came to open the show, and Winnebago wasn't even represented! Excalibur sells out its whole year of production (about 50 cars) in one 10-day show. Winnebago is represented on the New York Stock Exchange and management tells me it can't afford a couple of thousand dollars to exhibit two vans."

Everything about the Fireside operation indicates that Gaines isn't one who's comfortable sitting still and waiting for business. The most recent manifestation of that discomfort is a second location, opened in December. It's a converted Arthur Treacher outlet a few blocks away, big enough for a three-car

showroom. The location's attraction is that it's at the intersection of two major thoroughfares: 500,000 cars a day pass by.

"I haven't decided exactly what I'll do with the place," Gaines says. "I may include a boutique of some sort for driving-related clothing—sunglasses and racing jackets or that sort of thing. I told Mazda I'd make that location a straight Mazda outlet if they'd give me more cars. So far, they tell me, they can't do it; so far, I haven't given in."

Gaines also is thinking of augmenting the Chrysler, Plymouth, Mazda, Lotus and Winnebago offerings. He's talking to several manufacturers. His preference runs to cars that are struggling to make their presence known. The philosophy is the same one that led him to advertise on the CBS Morning News when it was third in the ratings: "No one gives you anything that's hot. I'd rather pick up something while it's cold and build the fire myself."

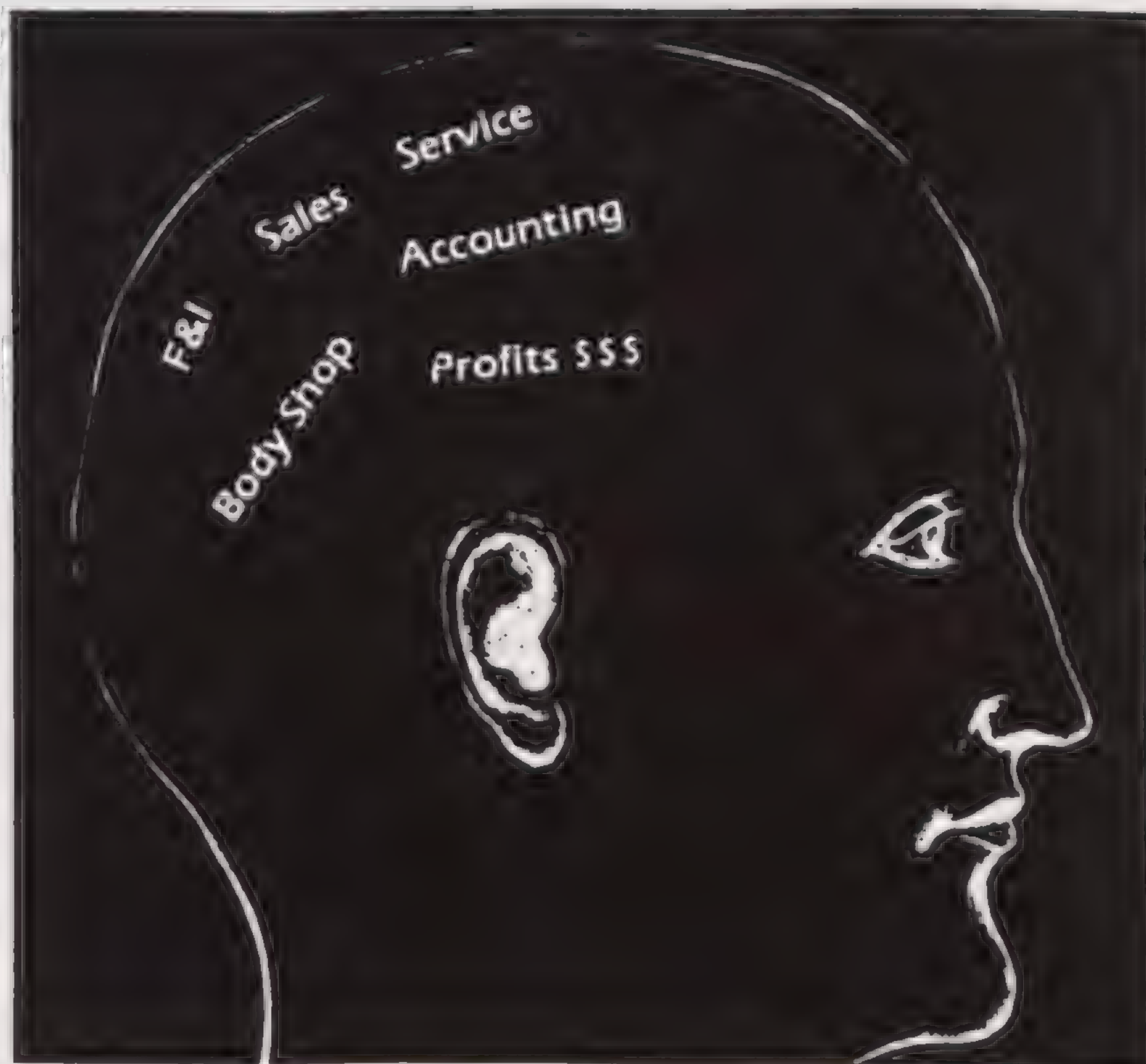
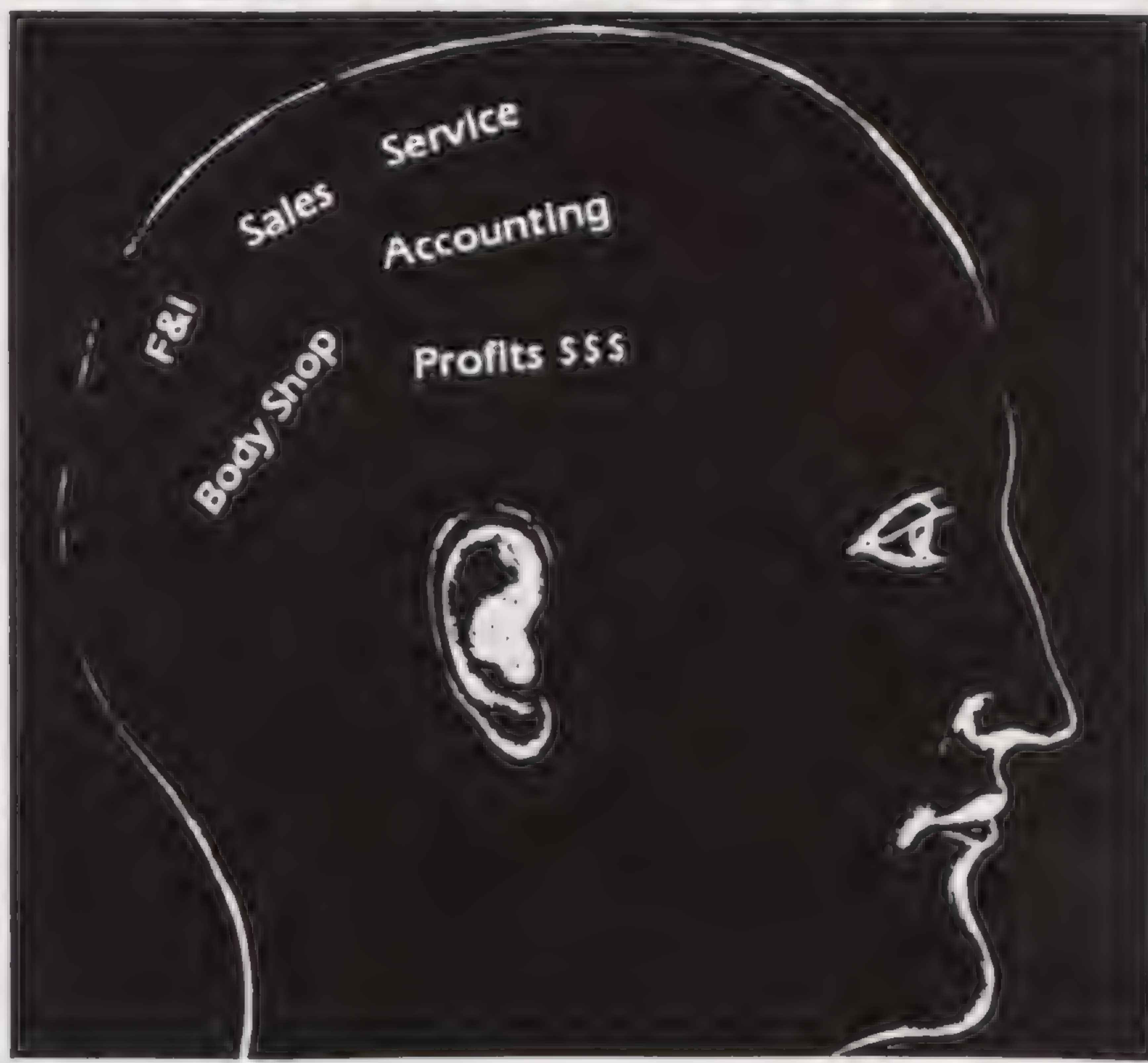
One might expect that Gaines would be the kind of guy who'd go in for promotional events—tent sales, midnight sales and that sort of thing. Not so. "We're not geared for that here. Our whole sales procedure is locked in, and when we try to alter it, we don't do a good job. I know dealers who can make special events work wonders, but we lose business when we try."

"Back when I was at the old location, we advertised exclusively in the Chicago newspapers. The name of the dealership was Allen Gaines Inc. It's a big ego thing to see your own name up on the sign, but the public doesn't care about your name. To get some better identification for the place, I tried to tie in with Gaines dogfood by running a photo of my Skye terrier, Heidi, in the ads. (Heidi had appeared in a Walt Disney movie, "Greyfriars Bobby.") One week I ran an ad that said, "Bring your dog to Allen Gaines this weekend to meet Heidi in person." I had some stuffed animals to give away, and so on. I couldn't believe the response! There were dogs all over the place, and I ran out of stuffed animals in the first hour. And Heidi was scared to death. She had no idea what was going on."

No one can say the same of Gaines himself. □

Ron Gillette is a free-lance writer living in the Chicago area.

Software As Brain Power



Software might be called the “brain” of a computer system. The hardware looks impressive, but without a software program to operate it, it is ▶

by Joan Rubin

like a body without a brain—nice to look at but basically functionless. And just like the brain coordinates each movement of the body—keeping it running smoothly—automotive system software coordinates each activity in a dealership for smooth and efficient operation.

Every year, new software innovations enter the market. And this year, what's hot for automobile dealerships are integrated software systems with expanded, profit-oriented capabilities.

An integrated system takes existing dealership programs—such as F&I, accounting, inventory, sales and service—and combines them into one package.

"For instance," says Rick Abbot of Dyatron Corp., "when a dealer sells a part out of inventory, an integrated system will update the parts inventory and general ledger at the same time."

Such a system cuts down dramatically on the time dealership employees must spend entering information. "In-

stead of a document having to be input in the service department, again in the parts department, and again in the accounting department," says Abbot, "one entry will update all the departments simultaneously."

This industry move to integrated software is made possible by improvements in mini- and microcomputers. The limited internal memory of the early personal computers made it impossible to write large, complex programs for them. But with the advent of more powerful microprocessors and cheaper memory chips, software writers have been able to develop more complex programs.

These hardware advances have allowed automotive software writers to develop systems like IBM's automobile dealership management package which, according to Ronald Quirk, senior program administrator for IBM in Atlanta, "integrates all major dealership applications, from accounting to service merchandising to traffic control to parts inventory."

Profit-Oriented Software

The biggest push these days is toward development of software with more profit-oriented applications. Systems for service and sales are creating the most interest.

Doug McCabe of Reynolds + Reynolds says, "Dealers are discovering that not only does a computer system help them save money, in many cases these systems are helping them *make* money."

The Service Department

Service-department software is just now coming into its own. "Even though the service department has such profit potential, it's historically been ignored," says Carl Thompson, regional account executive for Telegenix Inc.

"With a service scheduling system," Thompson says, "dealers will increase their revenue right from the start, because they're getting a system for handing out repair orders."

"There really is an excellent system to sell cars—it's polished and scientific," Thompson adds. "But the service department—that's another story. People are not greeted or problems written up in a systematic way. And no one really reviews the repair order to see if the job was done properly or if it was profitable."



Sharp PC-5000

According to computer vendors, dealer interest in computerization is growing by leaps and bounds. This is borne out by the J.D. Powers and Associates' "1983 Dealer Attitude Survey," which reports that 62 percent of new-car dealers surveyed have in-house computer systems in their primary dealerships.

The Powers survey found that California new-car dealerships have the nation's highest percentage (71 percent) of in-house computer systems, while only 57 percent of the dealerships in the Northeast and Midwest are computerized.

Breaking the figures down by make, Chrysler has the highest per-

centage of in-house computer systems with 68 percent, followed by General Motors with 67 percent. Within GM, Chevrolet dealers have the highest incidence of in-house systems with 70 percent; Cadillac has the lowest with 57 percent. The incidence of in-house computer systems among Ford dealers is the lowest of the Big Three at 52 percent.

Among imports, 70 percent of Japanese dealerships have in-house systems, with the German makes running second at 56 percent. Among the Japanese makes, 81 percent of Isuzu, 80 percent of Honda and 71 percent of Toyota dealerships have in-house systems; Nissan dealers are lowest at 67 percent. □

Major computer companies know a good thing when they see it, and each has come out with a service scheduling system. Most track a customer through reservations, work distribution, time management and into vehicle delivery. Many refinements have been made, too.

With the new Telegenix system, for example, technician performance can be monitored, up to 99 skills groups can be accommodated for accurate shop loading, ROs can be tracked to see what stage a vehicle is in at any time, and complete customer status reports can be recalled as needed.

A big advantage of these new service scheduling programs, says Telegenix's Thompson, is that they are run by menus which tell the user what information is needed and how to enter it.

"Earlier software," Thompson says, "was completely user-driven. You had to know what you wanted to do and how to do it. You had to know, for example, that you wanted to make a reservation and how to go about doing it. Now, you select what you want done and the com-

puter guides you through."

Another expanded feature of the new service systems, says Serge Chounet, automotive industry marketing manager for Display Data, is a program like his company's new preventive maintenance system. This system not only helps the service advisor enter the customer's service request, but, based upon that vehicle's service history in the computer's files, recommends additional labor and the manufacturer's suggested maintenance program.

"In addition," says Chounet, "our program's repair order billing system produces an itemized invoice for the customer, telling exactly what was done to the car and how much each operation cost in parts and labor.

"And because this is part of an integrated system," he says, "this billing information is simultaneously entered into the accounting department."

Now that they've helped dealerships save so much time in their service departments, computer companies have come up with programs that will bring

in new business to fill up that time. Service merchandising programs have been developed to allow the service department to track its customers.

Ken McGee, vice president of business development for Tricom Corp., says his company's system tracks all vehicles in the store through the use of a bar-coding system. "We actually bar code each car," McGee says, "so when a car is sold, we can keep track of that vehicle and use the information to merchandise service business to that customer."

The system can print lists of customers whose cars are due for scheduled service, so the service manager can notify them. And, when that customer comes in, the service advisor can find out immediately what's already been done to that car and what needs to be done, based on the service history on file.

"By actively tracking their customers," McGee says, "dealers can better ensure that they'll stay with the dealership." *(continued)*

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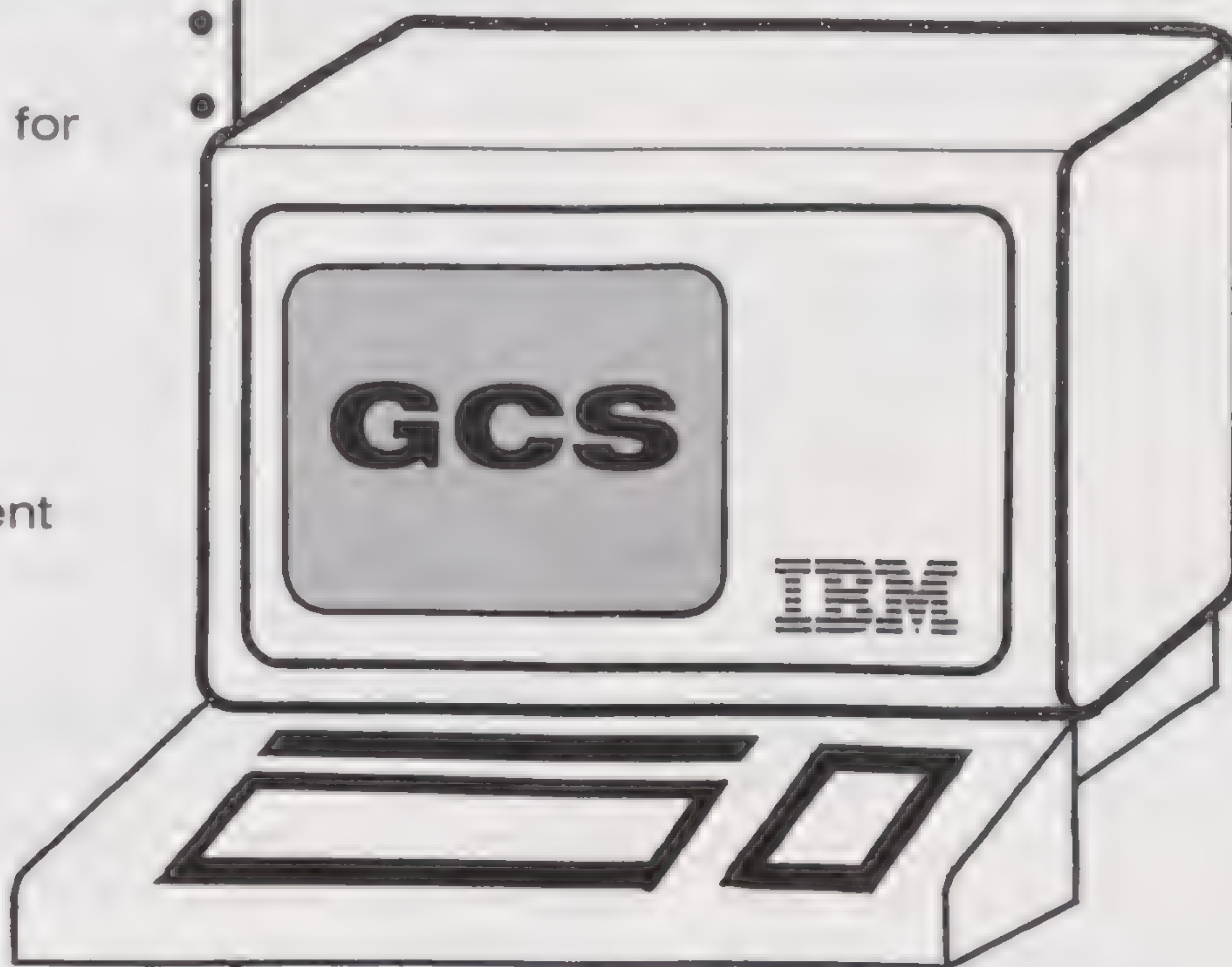
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(For more information circle #16)

The Sales Department

With the resurgence in car sales, computer companies are rushing to develop programs that will help dealers handle and control that new business and increase their profits. "We are developing programs," says Andy Eklov, president of Oakleaf Corp., "that will make dealers more effective in the sales area by helping them better control the selling process and their gross profits."

These new systems are giving sales managers a tool to make sure all the right steps are being followed in the closing cycle.

Chounet of Display Data says, "A dealer can't afford to have a customer come into the store and not buy a car. But up 'til now, the sales manager has never had a way to follow up on sales activities. Follow-up always has been based on conversations with the salespeople."

"But now the manager can get a daily report from the computer listing the prospects and where they are in the sales plan of the dealership," he says. "Through our system, the sales manager can be made aware of the prospect who needs a test drive, or who should receive some promotional literature, or who should be getting a call-back."

In addition, sales systems can promote return customers and increase a dealership's used-car inventory. "You can keep a handle on who is looking for cars, who bought cars and how long they hold on to their cars," says McCabe of Reynolds + Reynolds. "If someone bought a car from your dealership two years ago, and you see by history that they usually trade in their car after two years, you can get a jump on everyone else by contacting these people and showing interest in them."

And, says McCabe, your service files can be an important tool for your sales department. "When salespeople phone these customers, they can say, 'because you've been having all your service done in our dealership, we know exactly what's been done to your car in terms of maintenance and repair, so we can offer you a better trade-in than any other dealership because we know what must be done to that car to prepare it for resale.' This brings in customers for new-car sales and adds a good vehicle to your used-car inventory."

Dealers have always recognized the importance of keeping customers in their order cycle, and this kind of infor-

mation, easily and quickly retrieved from the computer, can help them hang on to those customers.

Body Shop Applications

When asked to talk about projects they have under development, most computer company officials clam up. It is, after all, a very competitive business, and companies are reluctant to reveal any new product information to their competitors.

A few, however, will all but admit they're working on software with body shop applications. These programs will not appear right away, but dealers can look for them over the next couple of years.

One company that is actively working on body shop software is ADP Dealer Services. Steve Martin, vice president of product development says, "ADP is a large corporation with divisions serving the automotive industry, one of which is called collision estimating services."

"Right now," he says, "this division provides collision estimating for all major insurance companies across the nation, using an ADP on-line system. We're working on taking that collision estimating system and service, which has all the data and information available on all types of accidents and repairs, and adapting it to the body shop on the individual dealership level."

Martin adds that while ADP is actively working on this program, it won't be available until "some future date."

Up and Coming

Continued expansion of program capabilities, more system integration and increased interface capacity with other systems mark other software systems now under development.

Reynolds + Reynolds, for instance, is working with Buick on service and sales department systems. The service program, called "Tech," is designed to reduce the time needed for service diagnosis and repair.

"For instance," says Reynolds + Reynolds' McCabe, "a customer comes into the service department and says, 'my car is acting funny—there's a squeak toward the rear end.' Now, instead of the service advisor noting on the RO 'squeaky rear end find out,' he or she, with the aid of the computer, can ask the customer questions to narrow down the location of the problem. This

makes it easier for the technician to decide what to look for.

"The technician can then use certain code words and phrases to bring the information from the stored service manual to the screen," McCabe says. "This can be done in minutes, where that technician previously had to spend a half hour digging through manuals trying to diagnose and repair the problem."

Reynolds + Reynolds also is working with Buick on a system for the sales department which will allow customers to "build" their own cars. The system, McCabe says, "will allow a customer to sit down at a terminal with a sales rep and put together a car with the exact options wanted—engine size, paint job, etc. The system then combines all the information, a buyer's order is cut, the information is sent to the factory and the car is custom-built."

Networking soon will be available to dealers. This year, ADP says, it will introduce a complete on-line parts locating network that will allow dealers to look up parts numbers for any manufacturer and find other dealerships across the nation that might stock that part.

Another networking system developed by ADP—a new-car locating service for Chevrolet and Buick—is currently in use. This system allows a dealer to query other Chevrolet or Buick franchises to find a certain car a customer may want. "Right now," says ADP's Martin, "that network is handling 300,000 queries a month."

For the future, Martin sees expanded functions for such a networking system. "Basically," he says, "the network could become an electric mail package—manufacturers could send messages to dealers, dealers could talk to other dealers, and campaign information could be sent out via the system. It will increase the speed and clarity of automotive business communications."

Selected, used and controlled intelligently, an integrated software system can become a silent partner to your business. The system can understand the details of all your departments. It has the built-in capability to tackle difficult situations, and can keep your business running the way you want—smoothly and profitably. □

Joan Rubin is assistant editor of *Automotive Executive magazine*.

Computer Buyer's Guide

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panies for specific
information including:**

- **Headquarters
Address**
- **Executives' Names**
- **Field Locations**
- **Brief Description
of Products/
Services**

**The following list shows
the information as it was re-
ceived from each company.**



The computing company*

See our ad on page 14.

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(800) 547-8670

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Owen Peterson, senior vice president
Bob Beach, vice president, sales
Mike Freund, vice president, national accounts
Rudy Seichter, vice president, manufacturing/automotive services

ADP Dealer Services

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Portland, OR 97232
(503) 238-7272

Manufacturing/Automotive Services:

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95 S. Market St.
Suite 300
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Ascar Business Systems

2102 E. Chevy Chase Drive
Suite A
Glendale, CA 91206
(213) 244-7209

Hugo Citera, president
Other executives: Kym Moulton

Multi-user, multi-task computer systems featuring "Serv-Pak" and "Parts-Pak." "Serv-Pak" is software designed specifically for the automotive service department, and "Parts-Pak" is designed for parts counter sales. **Circle #38.**



IBM Corp.

For more information on the companies listed in the Buyer's Guide, circle the appropriate number on the reader service card on page 59.

Auto Tell Services Inc.
Automotive Services Division
600 Clark Ave.
P.O. Box 1350
King of Prussia, PA 19406
(215) 768-0200
(800) 523-5103 (PA)
(800) 362-5538

G.E. Warner, president
R.C. Schwenk, vice president and general manager
D.M. Leventhal, vice president of sales

Southeast region (404) 441-2960
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Robert W. Sass, marketing manager

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Monroeville, PA (412) 856-8560
Chicago, IL (312) 787-3877
Dallas, TX (214) 987-1750
New York, NY (212) 869-7909
Boston, MA (617) 338-2700
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Computer Marketing Systems
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Glen Burnie, MD 21061
(301) 768-1700

Maury Wilkins, president and treasurer
Marjorie Dill, vice president and secretary

Our system is designed to market and manage a leasing operation. Identifying the prospect, the product, pricing with manufacturer price files, and producing a worksheet and all lease forms and documents. Information is accumulated in master files for accounting and management reports. Follow-up systems on new prospects. **Circle #10.**

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Control Inc. specializes in tracking sales activities for more than 200 dealerships throughout the U.S. This is done through a computer analysis, broken down by salesperson, that analyzes key selling steps to control and capitalize on dealership traffic on a daily basis. **Circle #44.**

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P.O. Box 4314
Fresno, CA 93744
(800) 824-3994
(209) 264-2946

Rick Austin, president
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in*sight
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Display Data Corp.
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Hunt Valley, MD 21031
(301) 667-9211

C. Victor Meyer, president
Other executives: Michael J. Haines, Richard B. Songer, David L. Sykes, Edmund I. Larocca, John A. Lassen Jr.

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Fairport, NY (716) 223-5710
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Display Data is a major supplier of turnkey in-house computer data-processing systems. A single-source vendor providing complete service with all the hardware, software, training, hardware maintenance and software support. The in*sight system provides solutions with software that affects every department and profit center within a dealership. **Circle #12.**

Telegenix Inc



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(800) 633-3625

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Charlie Rueve, chief executive officer

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Dyatron offers automobile dealerships a "freedom of choice" in computer services. Processing is provided by the following channels: on-demand batch, national on-line network or micro in-house. Applications include management accounting, parts inventory, F&I, showroom profit, sales/service merchandising, leasing, payroll and national parts locator. Dyatron uses industry standard equipment from IBM, Texas Instruments and Data General. **Circle #46.**

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C.V. Barion, general manager

DOES Group
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Information compiled by Joan Rubin, assistant editor of *Automotive Executive* magazine.

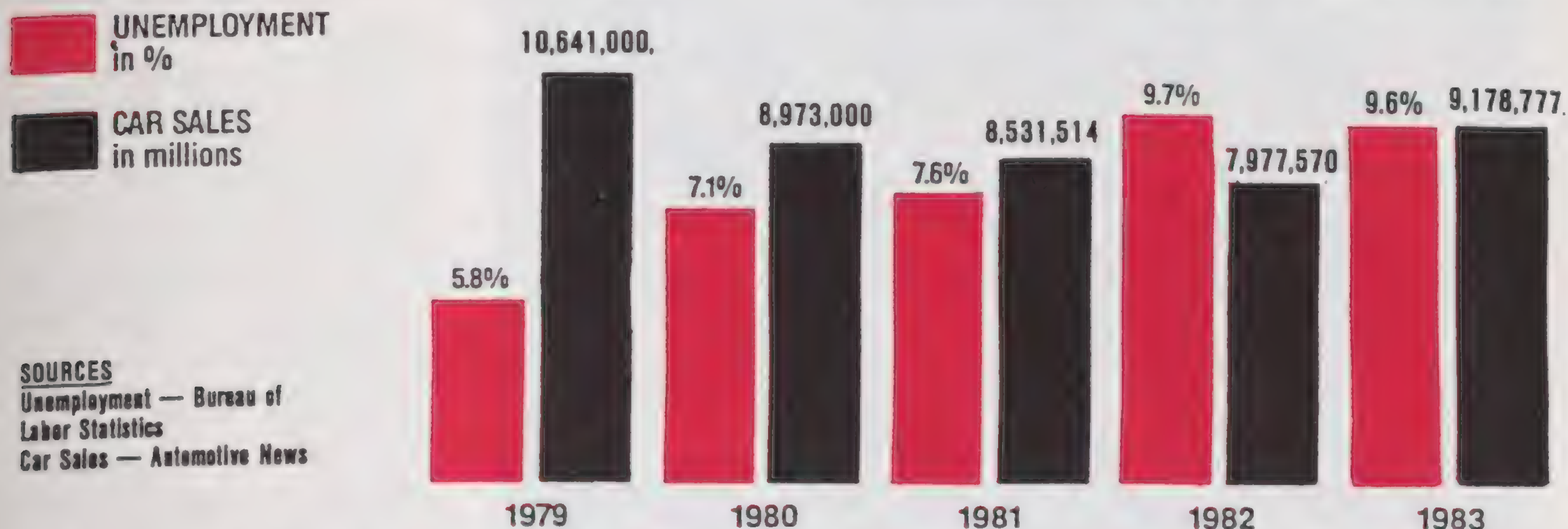
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TMQDA WILLINGHAM: BARON OF THE BOULEVARD



Ted Orme

Jim Willingham still remembers the sickening sound and awful pain as his leg snapped and his ankle shattered against the frozen field at the University of Colorado. It was November 1949, and Willingham was the starting tight end for a University of Missouri football team that had gone to the Gator Bowl the year before and was headed for the Orange Bowl. But as Willingham stretched for a pass, two beefy Colorado defensive backs converged on him like a giant pair of scissors, ending his college football days and dashing any hopes of pro ball.

Of that fateful day nearly 35 years ago, Willingham now says with a grin, "I sure didn't know it at the time, but it was probably the best break of my life. If it hadn't happened, I might be working in the oil fields of West Texas."

As it turned out, he found fame and fortune on Long Beach Boulevard in Long Beach, CA. His office at Boulevard

Buick is lined with acknowledgements of his achievements, not the least of which is the 1984 *Time* Magazine Quality Dealer of the Year Award (TMQDA) which he also won in 1972. There is also the 1966 and 1968 *Saturday Evening Post* Benjamin Franklin Quality Dealer Award, which was the forerunner of the current TMQD award, as well as a host of community service awards.

His office at Boulevard Buick is also the command post for nearby Boulevard Lincoln-Mercury, Boulevard British-Saab, Boulevard Rental and Leasing and, as of March 5, Boulevard GMC. As he puts it in his modest, unassuming way, "The Boulevard has been good to me."

But it was love, not business, that brought Willingham to Long Beach. Her name was Mary Durkee, a Stephens College "Susie" he met while attending the University of Missouri. Mary had returned to her native Long Beach to

finish her schooling at the University of Southern California, and her invite to young Jim to come visit was irresistible. In addition to the strong pull of young love, the sunny climate and vast beaches seemed an ideal spot to let his ailing leg heal before his senior year.

So, in the summer of 1950, with \$60 borrowed from a fraternity brother, Willingham hitchhiked to California. But, like they say, you can't live on love, and soon after Willingham went job hunting. After a short stint selling women's shoes, he saw an ad for a used-car sales trainee at Ed James Studebaker, at that time the largest Studebaker dealer in the world. The handsome young athlete got the job and started work the following Monday morning at 1350 Long Beach Boulevard.

Born in Risco, MO, Willingham was 13 when his mother died. His father, a nomadic Baptist evangelist and sometimes door-to-door liniment salesman, moved his eight kids 15 times across the Midwest before Willingham was 17. From his father, Willingham received many things including his love of hard work, his keen sense of right and wrong, and his athletic ability, which he honed during a two-year stint in the Marine Air Corps right after high school and then parleyed into a scholarship at the University of Missouri. But he couldn't live up to his father's expectation that he follow in his footsteps and become a minister. "I never really felt the call," says a slightly embarrassed Willingham, whose calling was auto sales.

I absolutely loved it from the very first day," he relates. "I just knew the search was over. That is what I really wanted to do." In his second month on the job, Willingham made over \$1,000 and, for the first time, he began to think that someday he would become a dealer. He married Durkee that summer.

"I had fully intended to go back to the university to finish my last year as a petroleum geology major, and Shell had already offered me a job when I graduated," he recalls with a chuckle. "But they were going to pay me \$350 a month and send me to West Texas, and I'd been there before. Instead, I called home and told them business was too good here. My dream had changed."

Willingham attributes much of his early success to the surge in car sales

BY TED ORME

brought on by the Korean War, and to the progressive sales style and organization of Ed James. But by 1952 he could see the writing on the wall for Studebaker, so he went to work at Masters Pontiac, right across the street. He rose to assistant new-car sales manager at Masters, but in 1955 the store was bought out by a very aggressive new owner whose high-pressure hard-sell tactics ran counter to Willingham's low-key, rural Midwest style. Willingham crossed the boulevard again to become the sales manager and later general manager for C. Stanley Martin Oldsmobile.

In 1957, Willingham detoured slightly from the retail auto business to become a partner and vice president of the newly formed Southwestern Funding Corp., which specialized in auto loans. Open Saturdays and Sundays and extended hours through the week, Southwestern was an immediate success with area auto dealers and customers who could get loans approved when the banks were closed.

The call of auto sales was too strong, however, and when Charles Campbell offered Willingham a partnership in his Buick store on, where else, Long Beach Boulevard, Willingham responded. At that point, he recalls, "The dealership was drowning in red ink. Sales had fallen from 150 a month in the mid '50s to about 30 a month in 1960. The dealership was overstaffed, poorly run and, to compound the problem, Campbell had acquired Studebaker in 1959."

Despite the sad shape of the dealership and Buick sales in general, Willingham was confident both could be turned around. "I felt very strongly that GM was not going to turn its back on Buick," he said. He was right. In 1961, Buick introduced the new downsized Skylark followed quickly by the very popular 1963 Riviera. Buick sales have been strong ever since. Even through the recession of the early '80s, Willingham says, "We didn't even hiccup." Last year, he sold 1,907 new Buicks.

Boulevard Buick was formed in 1961 and by 1966 Willingham was the sole owner. His first task, a rather harsh one, was to cut 20 employees from the 70 employed by Campbell. Willingham personally took over the jobs of the former new- and used-car managers, sales manager and general manager.

Mr. Nice Guy turned out to be tough businessman and, within a year, Boulevard Buick had doubled its sales and was back in the black.

His second fortuitous act was to get rid of Studebaker and acquire Jaguar in 1961, just before the advent of the popular XKE series. Willingham agrees the deal turned out well, but adds with a wink, "I'm not that smart. I could have had Mercedes at the same time." After 23 years with Jaguar and later the entire British Leyland line, Willingham says, "I've been through it all, the good times and bad, the calls in the middle of the night, the whole thing." He is, of course, tickled to death with Jaguar's recent quality improvements and the resultant boom in sales. And when the remainder of British Leyland went down the tubes in 1980, Willingham added Saab, which surely improved his hand.

Ironically, when Willingham bought out another British Leyland dealer on Long Beach Boulevard in 1980 to install Boulevard British-Saab, it was the same location he started in 31 years earlier—the former site of Ed James Studebaker.

Boulevard Lincoln-Mercury opened in 1982, right next door to Boulevard Buick, and Boulevard GMC became a reality this March. Willingham also pioneered a local renting and leasing operation in 1963. Beginning with no leases and 10 rental cars, he had 2,500 leases and 250 daily rentals 10 years later, with operations in Palm Springs, Hawaii and LA International Airport. And, since auto dealers do a great deal of business with banks, Willingham became one of the founders and partners of Harbor Bank, which is now nine years old, has six branches and claims assets in excess of \$90 million.

But being a successful dealer does not necessarily make you a quality dealer. The latter acknowledgement Willingham attributes to the simplest rule of all—the Golden Rule. "My whole approach to the automobile business from my first day was to treat other people the way you want to be treated, which goes back to my Dad's earliest teachings," the 1984 TMQDA winner explains.

Willingham's father also instilled in his children a deep sense of caring and

pride and community involvement, which put Jim Willingham on a one-man mission to change the image of the auto dealer. "I felt if I could take an active role with my employees, customers and community, I could make a real dent in that bad image."

A year after Boulevard Buick went in business, Willingham set up disability and retirement programs for his employees. The pay plan was revamped to give higher rewards to hard workers who followed the boss's example, and Willingham freely sponsored any employee training program which led to advancement. What had been a loose-knit working group quickly became a cohesive "family" unit.

Willingham's "do unto others" philosophy transformed the service department. "I had worked for some pretty good new-car dealers," he points out, "but when it came to service, they just wouldn't go that extra mile. I said if I ever became a dealer I was going to have the best service department possible. And it really paid off for us."

For the past 22 straight years, Boulevard Buick has received Buick's prestigious Service Excellence Award. The key to this achievement, says Willingham, was dealer interest. "To this day I don't screen a phone call. My picture is down at the service desk and it says 'call me if you have a complaint.' I feel that's the way I keep my finger on the pulse of the dealership."

Willingham frequently puts customers in demos and checks out their cars personally to see if they have a valid complaint. "And long before there was any arbitration," he notes, "I was taking back 10 to 20 cars a year to satisfy the customer. It doesn't cost that much, and it is more than worth it in word-of-mouth advertising."

Willingham has taken a very active role in local, state and national dealer councils through the years, and he likes to think his crusade for customer satisfaction has influenced significant advances made in these areas by Buick and Jaguar.

Willingham's sales department also reflects his commitment to customer satisfaction and his straightforward, honest approach, another quality he probably inherited from his father. "But don't let that fool you," says the soft-

spoken Willingham. "As an evangelist, Dad was a super salesman."

What does he look for in a new sales trainee? "Integrity, desire and enthusiasm," says Willingham. "We can train the rest." He adds, however, "We won't hire anyone who has been in the auto business. We want them to learn our way of doing business."

For young people willing to learn and apply themselves, the lines of advancement in Willingham's businesses are wide open. Promotions are always made from within when possible and, in fact, the current general manager of his Buick store came out of the service department. Willingham's most troublesome spot, and he thinks this is true of most dealerships today, is sales management. "We take the top salesman and we make him sales manager even though we don't know whether he can be an administrator or teacher or become the type of manager you need on a day-to-day basis. That is where we need the training more than anyplace else—middle management."

Willingham's staff also reflects the changing pattern of Long Beach Boulevard and the multi-ethnic nature of Southern California. There are whites, blacks, Hispanics and Orientals, and many of them are women, including two fleet managers and three saleswomen. These employees present a good company image to the surrounding minority community which makes up more than half of Willingham's customers. Willingham's longtime reputation for honest sales and service continues to bring in new and repeat customers from outside the community.

None of this has been made any easier by the general decline of Long Beach Boulevard, which was the number-one auto retail market until 1957. Some former customers shy away from the Boulevard, and it has become more difficult to get service customers to bring their cars in. The dealership now closes earlier than it used to.

But, among Willingham's multitude of community involvement activities—he reminds you of the kid in high school who had two paragraphs of credits under his yearbook picture—he may be most proud of his active role in the redevelopment of Long Beach, and specifically the Boulevard, where he has

spearheaded a drive to clean up and upgrade all the businesses. "The whole city is undergoing an absolute renaissance," Willingham notes with pride.

He sees his community involvement as a give-and-take proposition. "The community has given me a good life. I owe it to the community to give something back," says Willingham, who has given a great deal indeed. He is the founding president of the Long Beach Grand Prix Committee of 300 ("It's just incredible to see race cars go down Ocean Boulevard at 180 mph!"), a trustee of Long Beach Memorial Hospital, honorary chairman of Community Rehabilitation Industries, and past president of the Los Angeles County United Way, American Red Cross, Long Beach Rotary and Long Beach Area Chamber of Commerce.

He is also a former director of the Better Business Bureau, the Long Beach Civic League, Visitors and Convention Bureau, the National Safety Council and the International Beauty Congress. Willingham served as chairman of the Del Ray Foundation, which sponsors a housing development for senior citizens and an orphanage for minority children.

We're not finished yet. Willingham is also a member of the Long Beach Motor Patrol and the Symphony Association, a director of the Baptist Gardens Senior Citizens Home and the Teichenor Orthopedic Hospital for underprivileged children. He is a trustee of California State University at Long Beach and the California Museum of Science and Industry, as well as a member of the Executive Council of the Boy Scouts of America.

Not surprisingly, Willingham was named the Long Beach Citizen of the Year in 1977, and he is a recipient of the Mayor's Award for Outstanding Service to the community.

Does any of this help sell cars by chance? "Well," Willingham pauses to chuckle, "I guess I'll have to tell you my Boy Scout story." It seems that while riding to a county Boy Scouts board meeting in 1964 with Jackson McGowan, then president of nearby McDonnell Douglas Aircraft, a casual conversation led to an agreement to lease and service 400 cars,

trucks and buses a year to McDonnell Douglas—an arrangement that gave Willingham's fledgling rental and leasing firm a tremendous shot in the arm.

Politics is another of Willingham's major concerns, and he has served on the election committees for all Republican candidates on the state, county and local levels, as well as serving on the Governor's Advisory which helps choose commissions, judges and political appointments.

"I recognized early on that Washington and Sacramento can put you out of business," says Willingham, emphatically. "The politicians can change the way you do business overnight. The most difficult thing I had to deal with was my peers in the automobile business who stood around and said 'let George do it.' They went to sleep and let the politicians almost legislate us out of existence by not having a strong local dealer political action committee."

At 56, Willingham is still putting his all into his varied interests, but he admits he is looking forward to the day he can get "some family help." His eldest son, Scott, was the 1977 world free-style ski champion, and he is now the director of skiing for Snow Valley, CA. His number-two son, Brent, is also a professional skier, and his daughter, Mindy, is a lawyer. But his youngest son, Brad, a junior at Pepperdine University, whom Willingham describes as "a computer whiz with common sense," is interested in the car business, as is Willingham's son-in-law. There are also his second wife Betty's four younger children to keep his expectations high.

In the meantime, Willingham enjoys the fruits of his labor as a wealthy and respected member of the Long Beach community. He golfs with the likes of Andy Williams and former President Gerald Ford, he dines with the stars (Joey Bishop, Dean Martin, Julie London, to name a few) and he occasionally sips wine from the recently purchased private collection of the late Alfred Hitchcock. As far as that latter pleasure is concerned, he admits, "I'm probably the black sheep of my Baptist family." □

Ted Orme is contributing features writer for Automotive Executive magazine.

How The Leader Stacks Up!



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**Does the High-Tech Identity
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Pose any Problems for
Body Shops?**

by John Bentley

The uniquely simple (and simply unique) structural and cosmetic concept of the Fiero at first triggered a shockwave of anxiety among the countless body shops dotted across the U.S. Eyebrows were raised as three questions flashed on a collective mental screen:

- Would repairs to the 175 pounds of cleverly molded panels that make up the car's outer envelope present any serious problems?

- Would new techniques have to be learned in eliminating gouges, cracks and scratches, the usual battle scars resulting from unscheduled violent encounters with other vehicles, known as collisions?

- Would damage cause stress cracks to appear in various seams and unexpected places, as is sometimes the case with Corvette bodies?

Happily, none of the above.

Body shops scarcely had time to articulate their doubts before Fisher Body's New Product School launched a blitz in 31 principal cities. From California to New York, North Dakota to Texas, Maine to Florida, invitations went out to dealership technicians to attend a seminar dealing with every aspect of the Fiero's construction.

"The idea," says Jim Sergeant, manager of the Fisher Body service training center in Warren, MI, "was to lay bare the Fiero's anatomy, both the infrastructure and the body skin, and to demonstrate in detail how to fix them quickly and efficiently. It's a complete course in repair procedures."

The time frame? Just two days. This might not seem like a lengthy interlude, but every minute is put to good use.

"When the Fiero was announced," Sergeant explains, "we set out to familiarize all Pontiac dealers with its construction and painting. The seminar is targeted expressly to the people in dealerships who are going to service the vehicle. Learner enthusiasm has been fantastic—unreal—and that has made things a lot easier for us."

Day one is given over to "prepping." New-car technicians learn how windows and related hardware are fitted and operated, how the locks and hinges of the front and rear panels function, and about such details as the power-operated headlamps and various assembly procedures. During these demonstrations, the outer body panels are

taken off to show clearly the easy sequence for removal and refitting.

Day two belongs to the paint school. Painters are invited to the training center to teach the refinishing process by what is called the bc/cc system, (base coat, clear coat). Each Fiero is finished at the plant with a high-solids enamel consisting of a base color coat (applied over the primer), and a protective coat of clear enamel for toughness, durability and a "fresh painted look" that the car never loses.

Speaking with a restrained but intense enthusiasm, Sergeant points out, "From a collision standpoint, the Fiero is an extremely repairable car. In fact, this vehicle is easier to repair than anything GM has built in years. If you're the least bit of a handyman, you can replace a damaged panel yourself and be sure of a professional fit. All you need are a few screws, a Phillips™ screwdriver, a couple of rivets and a rivet gun, borrowed from your neighbor. Unlike the Corvette's one-piece body, no part of the Fiero's outer skin is stressed. The 600-pound stamped steel infrastructure takes all the loads. It's probably more rigid than the Eiffel Tower!"

Pontiac, ably backed by Fisher Body, set out to erase an industry stigma that it's more difficult to repair what is generically termed a "fiberglass bodied" car.

"Unfortunately, this stigma took hold with the Corvette, but I think we've done a pretty good job of removing it from the Fiero," Sergeant explains. "The initial impulse of the insurance companies was to penalize our car as it does the Corvette. The Fiero had no historical file to fall back on, so it was the car itself that sold our New Products School repair program and convinced the underwriters."

Today, the Fiero is subject to no insurance penalties and can be covered at nominal rates, depending, of course, on the driver's record. This fact may well appeal to owners of other vehicles with higher premiums, either because of the cost of repair or the frequency of theft. A recent edition of the "Michigan Motor News" (a AAA publication) listing cars subject to increased premiums, gave the Fiero a clean bill of health, with no penalties of any kind attached.

Although underwriters sometimes carry logic to the point of absurdity, in the case of the Fiero they have hit the nail right on the head. Insurance com-

panies quickly realized the Fiero was not targeted solely to performance-oriented buyers. On the contrary, an estimated 80 percent of the first year's production will go to customers who don't belong in that category.

So...

Well, even that's not all. According to Dick Thompson of Pontiac public relations, the Fisher Body School has a valuable backup, both in regular service bulletins to dealers and the availability of "3M" Repair Kits made by the Minnesota Mining Manufacturing Co. These kits (recommended by Fiero) have everything required for an easy five-step repair of minor damage to body panels: sand down the tear or crack; secure tape behind the hole or damaged area; fill the hole with the special epoxy mixture supplied; sand down when dry; then prime and spray paint panel (bc/cc system).

To better understand (apart from its looks and style) why the Fiero has become an instant favorite, both with potential buyers and dealers, let's take a closer look at the exploded diagram of plastic panels (see photo on facing page).

The production Fiero uses five different materials in place of sheet metal for its body components, although generically these belong to two basic types of plastic. The keys indicate which materials go where and the reasons why they are so distributed.

Because of its great strength, RRIM, or Reinforced Reaction Injected Molded urethane, is used for the quarter panels of the engine compartment, the outer door panels and the front fenders—usually the most impact-prone areas in case of a collision between two vehicles.

RIM, Reaction Injected Molded urethane, is best suited to bumpers because of its "bounce back" quality or an ability to give before it breaks.

SMC, or Sheet Molded Compound, is used for most Fiero body panels and parts, including door linings. This is a no-shrink, non-wavy material consisting of a mixture of polyester resin and fiberglass strands, reinforced by a filler that remains a Pontiac secret.

TPO, Thermoplastic Olefin, is used only for three parts: the two rocker panels and the strip immediately ahead of the windshield.

Finally, IMFP (Injection Molded Filled

NEW KID ON THE BLOCK

The basic concept of the Fiero is attributable to one man, considered something of a maverick at General Motors. Without Hulki Aldikacti, Pontiac's feisty project manager and chief engineer, there would have been no mid-engined, plastic-bodied Fiero, the first such car ever mass-produced in the U.S. Most likely there would have been no Fiero at all.

Other names, however, deserve mention in connection with the Fiero's styling refinement and a number of its interesting features. Credit must go to such individualists as Ron Hill of Pontiac's Advanced Design Studio, and John Schinella, Production Design Studio chief.

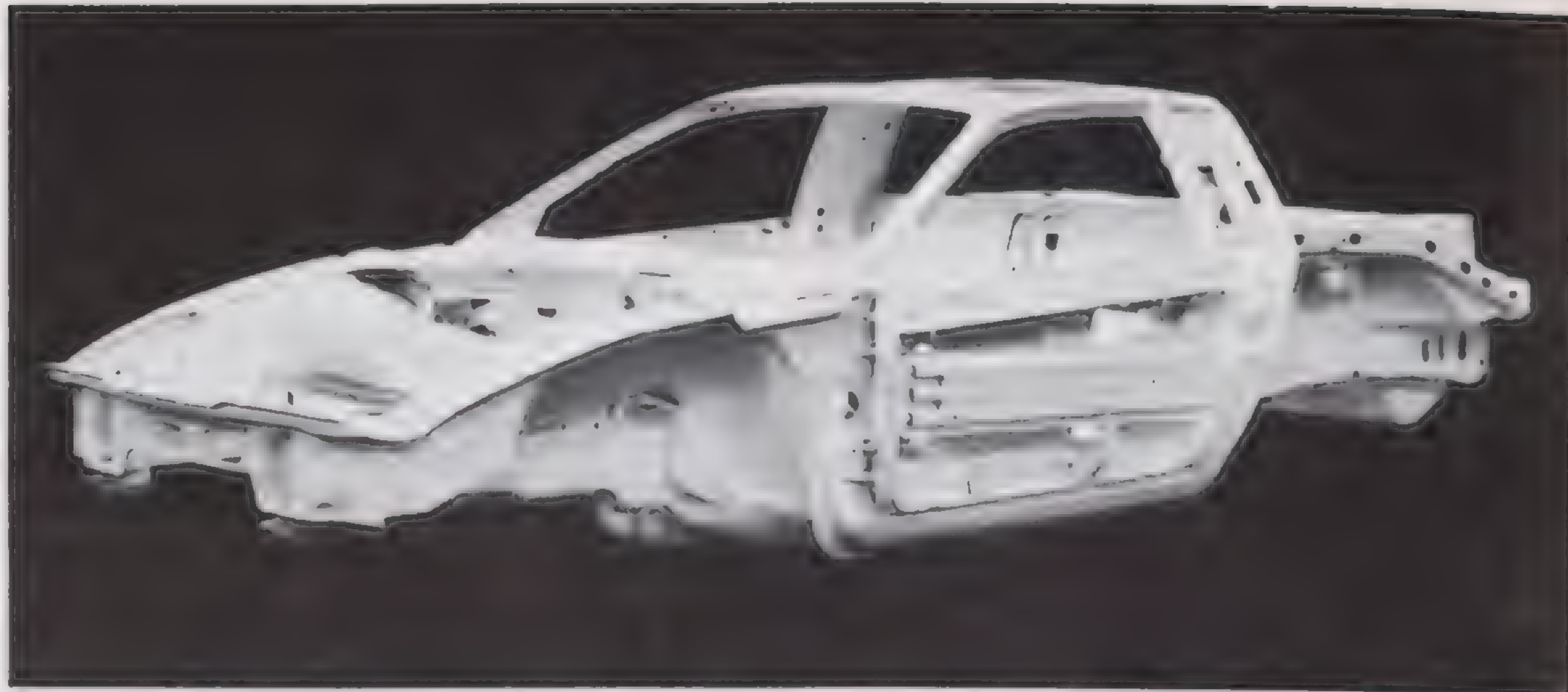
Engineering wrinkles were ironed out by Jay Wetzel and Ron Rogers of the Entech facility (Engineering Technology Ltd., Troy, MI), suppliers of manpower for automotive design.

Bill Scott, Pontiac's interior studio director, also stands in the limelight with Porsche-inspired seats, new door panels and grab handles, fresh-colored upholstery and neat digital instruments, easily read.

As to numbers, Dick Thompson of Pontiac public relations offered some revealing statistics. With 50,000 firm orders in the dealer books and a projected sale of well over 100,000 units during the next 12 months, Pontiac's Fiero sports (not commuter!) car is turning out to be the hottest property in years.

"At the moment," says Thompson, "our production goals are on a rising curve. The Fiero plant is working two nine-hour shifts and turning out 30 cars an hour. That's 540 cars every working day, not counting Saturday overtime." □

The Brains Behind It



1984 Pontiac Fiero space frame

Polypropylene) wheel wells offer extreme lightness, freedom from rust and maximum resistance to the slush and road grit generated by the tires. This, in itself, is not a new idea. It has been used on some GM cars since 1965.

In all, there are 26 prefabricated panels of various shapes that practically snap-fit (with a tolerance of only $\frac{1}{64}$ inch) onto the Fiero's rigid, welded steel infrastructure or space frame. In effect, it's a body/chassis combination of great strength that acts as a rollbar and shock absorber, offering enough protection to the driver and passenger to enable them to survive a head-on barrier crash when properly buckled up.

Some 280 pieces of stamped steel go into the fabrication of the Fiero's space frame, ending up as six individual parts that are welded into a single unit of enormous integrity. It takes 3,800 spot welds to assemble this infrastructure, of which 1,520 (or 40 percent) are performed unerringly by computerized robots.

Although the outer skin of the Fiero is totally impervious to water, the infrastructure has already been dipped in a vat of state-of-the-art rustproofing chemicals, (ELPO uniprime), so that's one less thing to worry about.

Next, the running gear, suspension, power unit, electrical systems and instruments are installed with far greater ease than on other automobiles since, at this point, the absence of body panels makes everything accessible.

Since the thrust of this article is to establish whether the Fiero's high-tech construction poses any potential problems to body shops, let's take a closer look at the components of the most interesting newcomer in years.

The bodywork is not an identifiable unit like that of the Corvette. The Fiero's precisely cut panels are attached to the infrastructure by means of 39 pads.

Each of these is a $\frac{3}{4}$ -inch square section steel tube, $\frac{1}{2}$ -inch long, filled with epoxy plastic and mounted on a flat steel base. These pads are machined to exact specifications, and once welded to the body frame need only initial adjustment to ensure a perfect fit for all outer panels. Magic plays no part in this, but extreme ingenuity does, as 39 drilling cutters simultaneously drill holes in the space frame and the mounting pads, so that all holes are in exactly the right place relative to each other.

That's it.

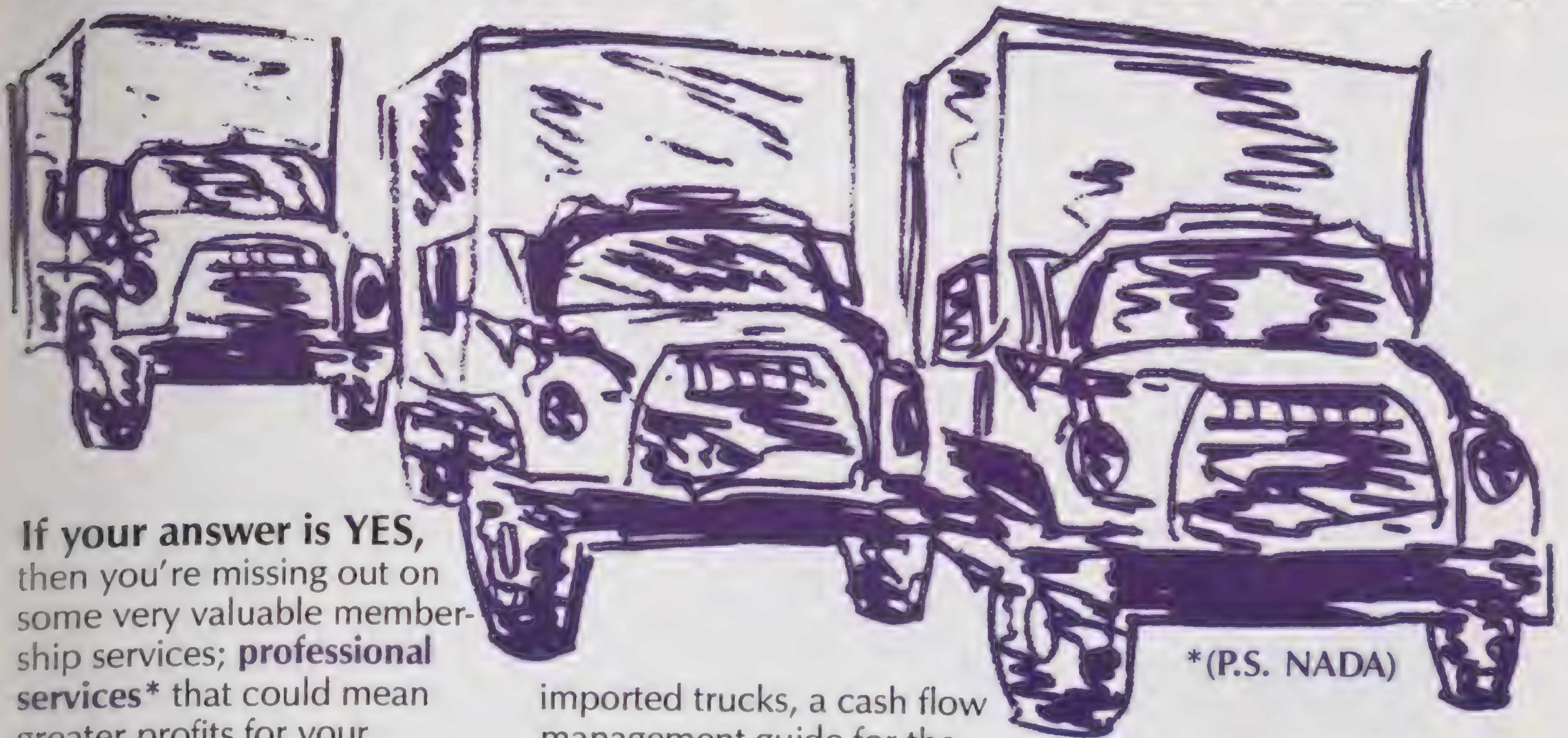
The body panels, which come in a natural yellow-beige color, are spray-painted beforehand (red, white, black, with a choice of silver gray added recently), so each set is perfectly matched.

Repairing a Fiero body, far from presenting special problems, is much simpler than performing similar work on a metal body. The shop can go two routes, as we have seen. If a panel is extensively damaged, it can easily be removed and replaced, with a perfect fit guaranteed, provided the infrastructure is not compromised or bent out of shape—an unlikely event.

Alternatively, the repair procedure is simple and foolproof, though it is not recommended that the Fiero's plastic panels be treated with the same material as that used for the Corvette's fiberglass body. The operative word, here, is *recommended*. In fact, the fiberglass mat, resin and hardener, and the subsequent jelly used for the Corvette and even for metal body repairs is a viable alternative for the Fiero if handled skillfully, but why complicate matters?

To give the public a good idea of the strength of the Fiero's body panels, Pontiac dreamed up a simple but impressive demonstration. An 18-pound bowling ball was hung on the end of a chain,

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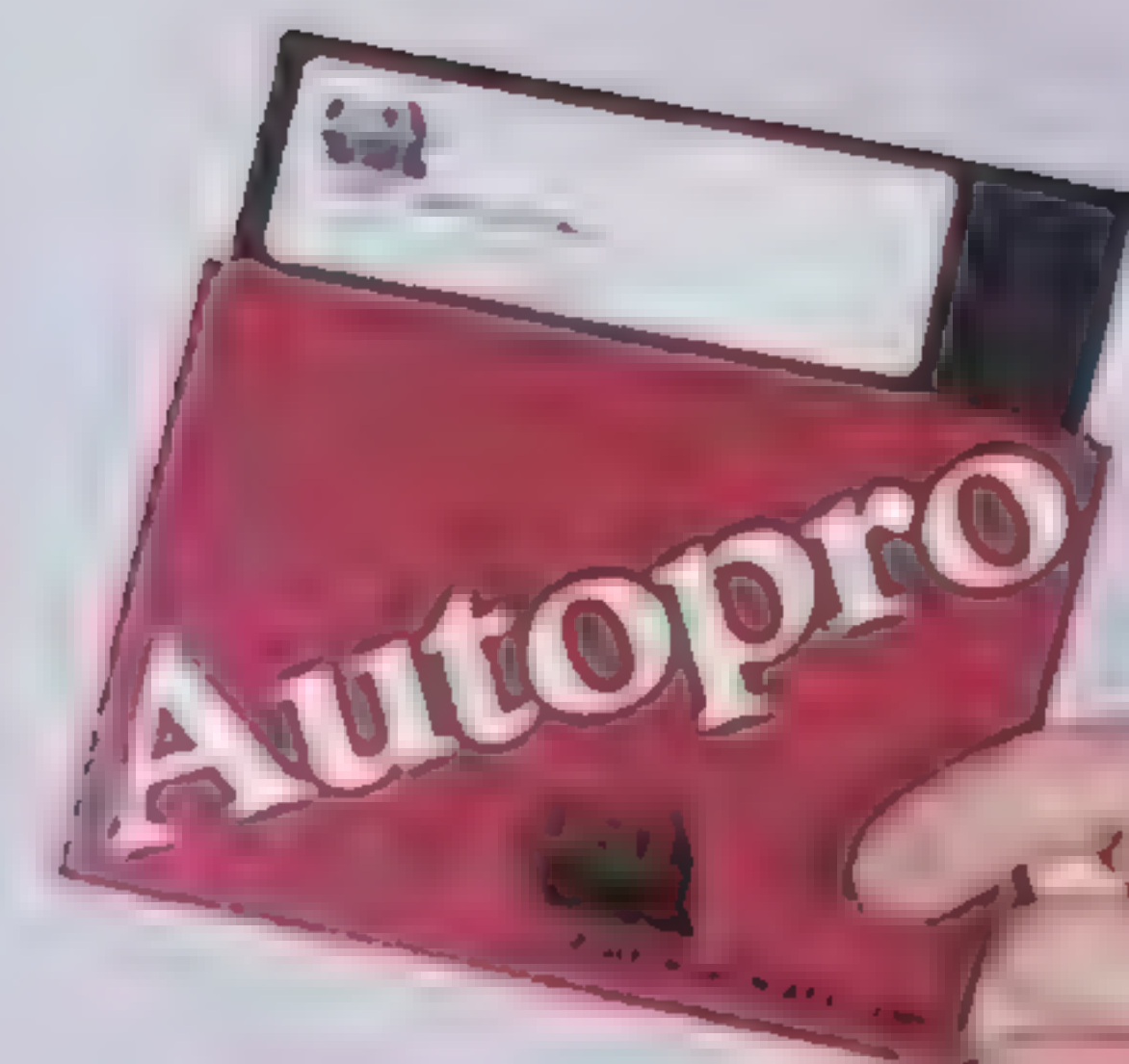
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The Service Department

Scheduling and Dispatching

Of all the topics covered by my service writer's workshop at the Dallas convention, the specifics of scheduling and dispatching drew the most attention. These are the two predominant factors controlling production that naturally lead to bottom line results. We tend to think of scheduling and dispatching as individual tasks, but they are interdependent. Many problem areas in the service department can be traced to a breakdown in this interdependence.

All service departments, regardless of size, should have a formal scheduling system, handled by trained individuals. The scheduling system should consist of some sort of route sheet that can be referred to at any time at the service desk. The sheet should contain the customer's name, make of car, the time the car will be arriving, the type of work to be performed, approximately how many hours will be spent on the repairs, customer's phone number and any other specifics such as rental car requirements, or the fact that the customer will be waiting for the car to be repaired. Regardless of how many employees are permitted to make customer appointments, only one schedule sheet should be used.

The best way to load up your shop for a good productive day is to determine how many hours you want the shop to produce. A good method is to set a total number of flat rate hours per day. To get a good estimate, multiply the number of available technicians by the number of hours you expect each one to produce per day, e.g. five technicians times 10 hours equals 50 available hours per day. Available technicians are those who normally perform repairs on customers' cars rather than do used- or new-car conditioning.

The figure per day should be reviewed frequently to determine its accuracy. Depending on how competent your technicians are and in direct proportion to the number of comebacks your shop averages, you may have to adjust the daily figure up or down. To help



get the starting figure as accurate as possible, survey what the actual shop comeback rate is and also check existing productivity statistics. If you have been spending five hours per day performing comebacks, then you must subtract that five from the 50.

Once you have determined a good starting figure, inform all schedulers of the purpose and procedure of your scheduling system. All schedulers must be familiar with the actual estimates of time that it takes to perform most repairs. They should not schedule according to flat rate hours, but rather by actual time to be spent. There are, of course, areas in which estimates are difficult, such as engine knocks, electrical shorts, water leaks and rattles. In these cases, estimate diagnosis time into the schedule and then squeeze the actual repairs into the schedule. If your dealership has many of these types of repairs, you should figure into the day's schedule a few hours for the actual repairs. This is not difficult to adhere to if all concerned are technically knowledgeable. An electrical short should not take more than half an hour to diagnose. (If it does, then your technician lacks proficiency in diagnosis procedures.) The same holds true for water leaks. Engine knocks sometimes involve lengthy disassembly for accurate

diagnosis. Depending on the product line, figure the average time for diagnosis to be the flat rate time for removal of one cylinder head. This will usually produce a good average time.

It is important for everyone to use the same estimate menu and for all to continue to book work for any given day until the preset number of hours is reached. This helps assure that your technicians won't be standing around an empty shop at 2 p.m. and that most of your customers will have their cars ready when promised. Remember to adjust the day's total in advance if you know someone will be on a scheduled absence.

Once a sheet has been filled, it is left on the pad until its date has arrived. At that time give a copy of it to your shop dispatcher or place it next to the shop route sheet for that day. Before the day starts, you will be able to look at the sheet and plan your day by who will be arriving, when and what for, allowing a smoother work flow for the service writers and customers.

To optimize this system, each of your technicians should be a specialist in a certain type of repair. You should be able to schedule work by specialty as well as by time.

The system has three components: scheduling, dispatching and technician specialization. Proper execution of each individual component will assure proper results when all the pieces are put together.

Implementation should be done in two phases. First, train technicians in different specialties and begin the scheduling. Then, when your people are secure, begin the dispatching.

This system will have many positive residual effects on your entire dealership. Proper scheduling and dispatching are the backbone of productivity. □

This column is prepared for **Automotive Executive** by Ron Joffe, Service Director, Straub Motors Inc. All questions or comments pertaining to this column should be mailed to: **The Service Department, Automotive Executive, 8400 Westpark Drive, McLean, VA 22102-3593.**

Calendar

May

3 to 5. Automobile Dealers Association of Alabama Convention, Riverview Plaza Hotel, Mobile, AL

4 to 6. Kansas Motor Car Dealers Association Convention, Doubletree Hotel, Overland, Park, KS

6 to 10. Illinois New Car & Truck Dealers Association Convention, Contemporary Hotel, Lake Buena Vista, FL

10 to 13. South Carolina Automobile & Truck Dealers Association Convention, Hyatt Hotel, Hilton Head Island, SC

11 to 12. South Dakota Automobile Dealers Association Convention, Holiday Inn, Mitchell, SD

12 to 16. North Carolina Automobile Dealers Association Convention, Contemporary Hotel, Lake Buena Vista, FL

14 to 17. Pennsylvania Automotive Association Convention, Americana Host Farm Resort, Lancaster, PA

16 to 17. Massachusetts State Automobile Dealers Association Convention, Dunfey Hyannis Hotel, Cape Cod, MA

16 to 20. Mississippi Automobile Dealers Association Convention, Grand Hotel, Paradise Island, Bahamas

24 to 26. Texas Automobile Dealers Association Convention, Loews Anatole, Dallas, TX

June

1 to 3. Automotive Service Councils of California Show, Anaheim Convention Center, Anaheim, CA

1 to 7. Arkansas Automobile Dealers Association Convention, Excelsior Hotel/Hyatt Lake Tahoe, Little Rock, AR/Lake Tahoe, NV

3 to 4. Vermont Automotive Trade Association Convention, Stratton Mountain Inn, Stratton Mountain, VT

6 to 10. Kentucky Automobile Deal-

ers Association Convention, Opryland Hotel, Nashville, TN

8 to 10. Wyoming Automobile Dealers Association Convention, Jackson Lake Lodge, Moran, WY

10 to 14. Oregon Automobile Dealers Association Convention, Sun River Resort, Bend, OR

12 to 19. Arizona Automobile Dealers Association Convention, Kona Surf Hotel, Kona, HI

14 to 16. Idaho Automobile Dealers Association Convention, Sun Valley Resort, Sun Valley, ID

17 to 19. Delaware Automobile Dealers Association Convention, Sheraton-Fountainbleau Hotel, Ocean City, MD

22 to 24. Maine Automobile Dealers Association Convention, Sebasco Lodge, Sebasco Estates, ME

24 to 28. Automotive Service Councils Annual Convention, Shoreham Hotel, Washington, DC

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Bankruptcy Reform Passes the House

Since 1978, following passage of the Bankruptcy Reform Act, it has become increasingly apparent that the ease with which consumers can file for bankruptcy has led to numerous abuses of the current law. In an effort to tighten the loopholes in existing law, NADA, along with a coalition of concerned industries, supported S. 445, a bill sponsored by Sen. Robert J. Dole (R-KS) and passed by the Senate as part of S. 1013 on April 27, 1983.

On the House side, Rep. Mike L. Synar (D-OK) sponsored H.R. 1800 which, like the Senate-passed bill, addresses many of the problems being experienced with bankruptcy laws today.

During the 98th Congress, action on H.R. 1800 has been impeded by Rep. Peter W. Rodino (D-NJ), chairman of the Subcommittee on Monopolies and Commercial Law, to which the bill was referred. Rodino is the sponsor of H.R. 3, a bill dealing with the appointment and jurisdiction of bankruptcy judges. Until recently, Rodino had been unwilling to begin action on H.R. 1800 until action had been completed on H.R. 3.

However, as support for changes in consumer bankruptcy law increased, he consented to work out a compromise bill on the floor of the House. Included in the compromise was the language of H.R. 3, Synar's consumer bankruptcy bill as modified, provisions regarding grain elevator bankruptcies, and a provision supported by the labor unions. The compromise was offered as a new bill, H.R. 5174, incorporating these four sections.

On the floor of the House, Reps. Robert D. Kastenmeier (D-WI) and Thomas N. Kindness (R-OH) offered an amendment to the language of H.R. 3, retaining bankruptcy judges as an arm of the District Court. The judges would be given 14-year appointments versus the lifetime tenure proposed by Rodino. Supreme Court Chief Justice Warren Burger supported the Kastenmeier-Kindness amendment, and it was approved.



The section of the bill pertaining to consumer bankruptcies contains three provisions of concern to dealers. The first deals with "loading up," which occurs when an individual makes large purchases just prior to filing for bankruptcy. The bills provide for a 40-day period, prior to the date on which an individual files for bankruptcy, in which large purchases made would be termed nondischargeable debts.

The second provision deals with the valuation of collateral. Under current law, the value of an asset is offered by the debtor to the judge. In the case of an automobile, for example, if the dealer believes the value is inaccurate, the burden of proof of an accurate value becomes the dealer's. The bill allows a value to be determined using trade publications in retail markets where they exist.

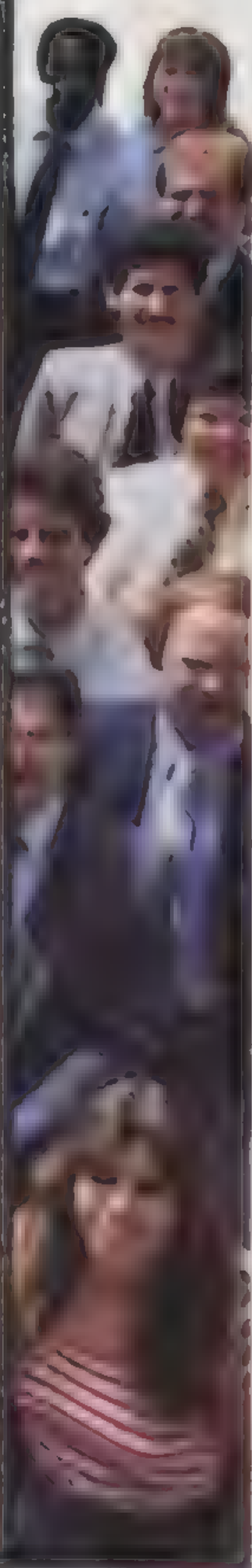
The third provision addresses the devaluation of property that occurs while the debtor is allowed to use the property during the bankruptcy proceedings. Time is not the only factor here, because, in many instances, the cars are not well-maintained by the debtor; this causes the market value to drop even lower. The bill requires the debtor to begin making payments no later than 30 days after a plan is filed.

The provision supported by organized labor, which proved to be very controversial, was offered as a result of a February 22 unanimous Supreme Court decision that a financially troubled company could scuttle its union contract after filing a bankruptcy petition, even before a judge ruled on the request. The court also ruled that a bankruptcy judge could cancel a company's union contract if the judge found the contract burdensome and concluded that the best interests of the company, its creditors and employees favored such a move. The provision in the bill would overturn the Supreme Court decision. A motion to recommit was offered by Rep. F. James Sensenbrenner (R-WI), but failed by voice vote.

On March 30, the House passed S. 2507 by a voice vote, which will continue the transition for bankruptcy courts until May 1, 1984. □

This column is prepared for Automotive Executive by the Legislative Division of the National Automobile Dealers Association. All comments or questions pertaining to this column should be mailed to: On The Hill, Automotive Executive, 8400 Westpark Drive, McLean, VA 22102-3591.

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(For more information circle #1)

Other Voices

A Designing Interest

We enjoyed your article on the automotive design studios which are proliferating here in California (February 1984). This state's creative input into automotive design internationally is certainly exciting, and we of course are proud to be acknowledged by manufacturers such as General Motors as a factor in the decision to locate in this area.

I want to be sure your readers are aware of our proper name: Art Center College of Design. It is important to us that media such as *Automotive Executive*, as well as your readership and the public at large, know us by name as they become more and more aware of the design contributions our alumni are making worldwide.

Again, thanks for an informative article about a topic we find fascinating.

Anna Ganahl
Art Center College of Design
Pasadena, CA

Pierre Lemaire

Congratulations on the Peugeot article (February 1984). It is first-rate from start to finish.

Everyone at Peugeot Motors of America was impressed, including Mr. Lemaire, who has asked me to extend his personal thanks. Your work even has the dealers excited, no small accomplishment, as you well know. In fact, we will run excerpts from the article in the next issue of Peugeot's dealer newsletter, just in case anyone missed it in *Automotive Executive*.

Again, my thanks for a well-done article.

Michel Bernard
Liaison Agency
New York, NY

Praise for *Automotive Executive*

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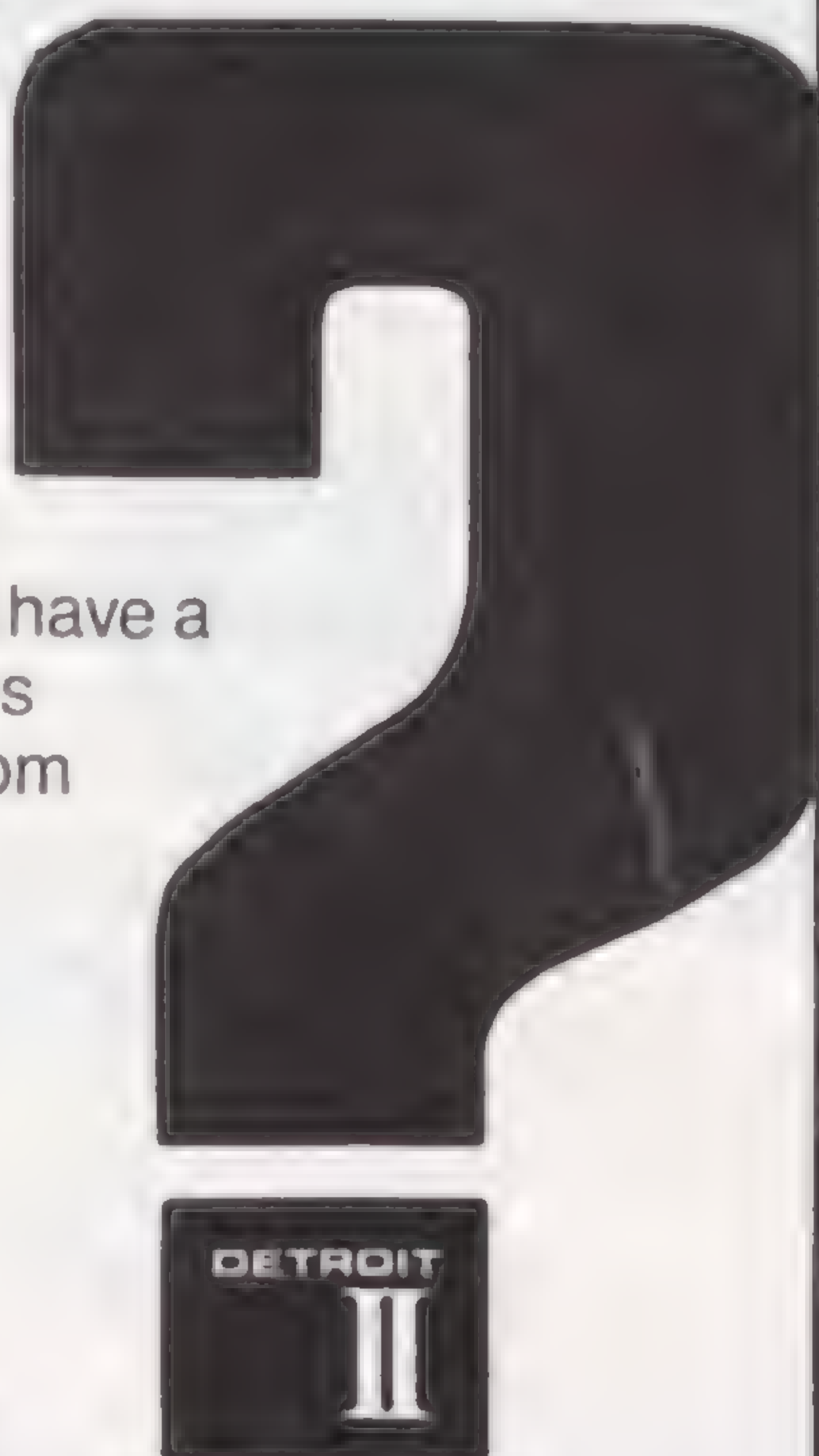
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(For more information circle #22)

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To learn more about the amazing Auto King VI call or write ElSCO Lighting Products, Inc.



ELSCO

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209-466-0511

Free Information

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Reader Service

When you want more information about products and services advertised or featured in this issue, just circle the numbers which correspond to the information you would like to receive on one of the adjoining cards.

The advertisers and their corresponding numbers are listed below. Circle numbers appear at the bottom of each advertisement and "Showcase" item.

Then drop the card in the mail (we'll pay the postage). Two cards are provided for your convenience—one for you and one for your managers. Please pass one along.

PRODUCTS & SERVICES

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SHOWCASE—NEW PRODUCT SECTION

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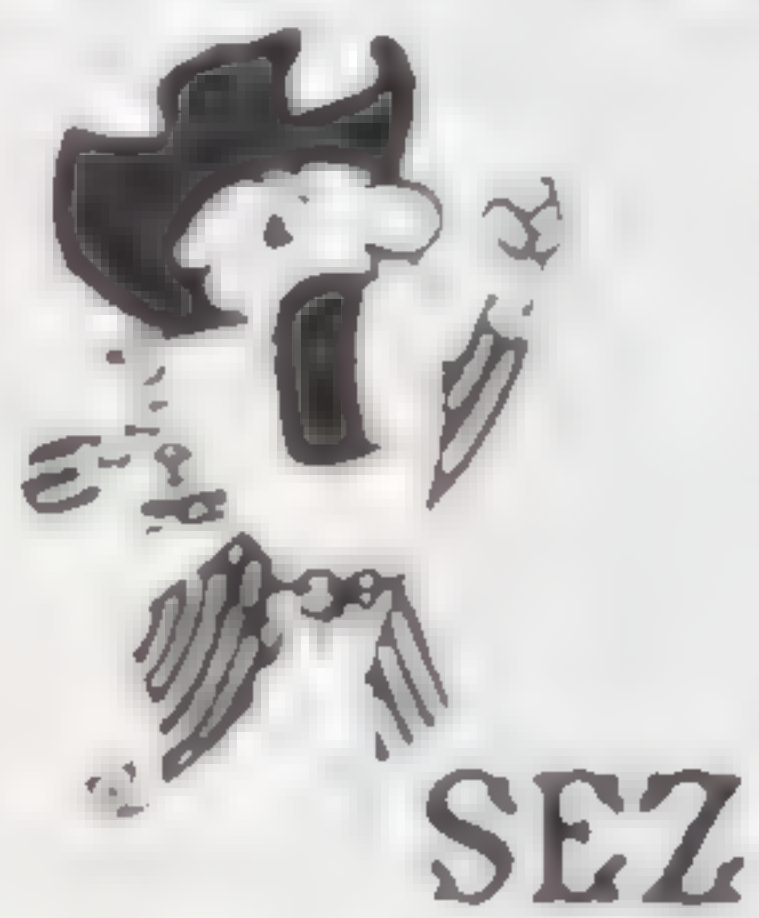
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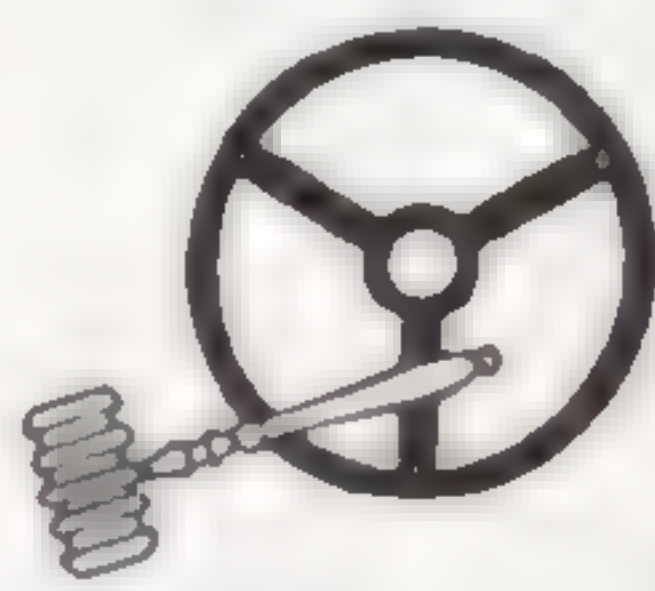
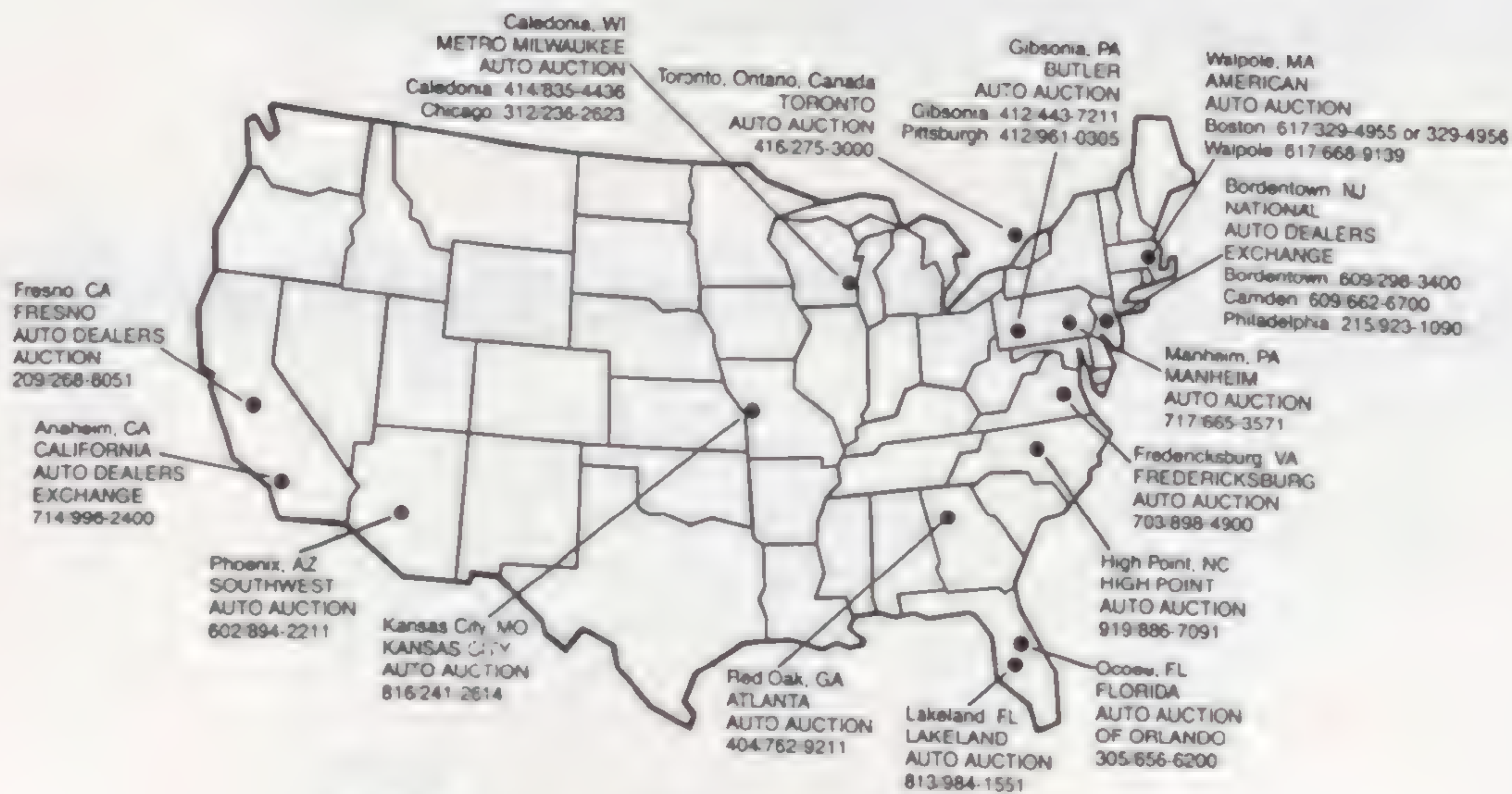


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#1 IN A SERIES

TRUST

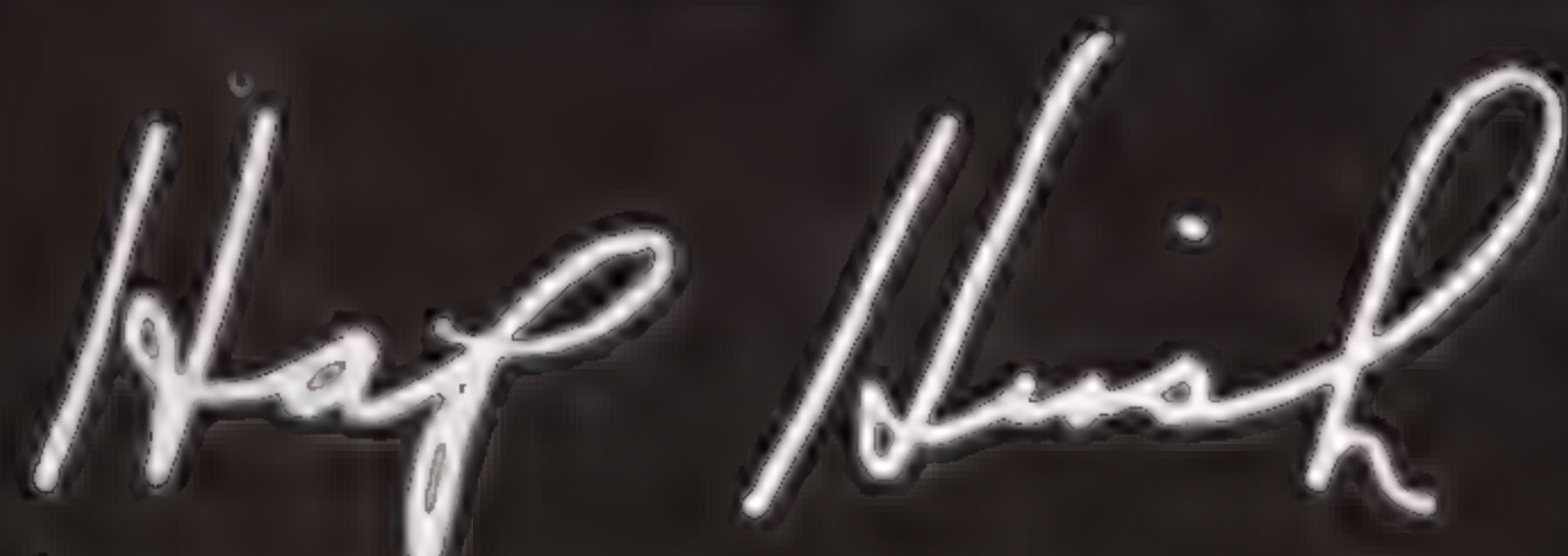
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"It's like the good old days in the car business. Only better!"

"Remember how good the car business used to be? Growing customer demand. Products that offered buyers a real difference. A chance for the dealer to make a decent profit."

"If you can remember the good old days, then let me tell you about a profitable and growing business that can be as good today as the car business once was. A separate profit center in your dealership that requires no new facilities and no major financial investment. A business that lets you put the same talents and skills to work that have already made you a successful dealer...and pays a better return on your investment than the franchise you now hold."

"IVECO European Class Diesel Trucks let you sell to a whole new class of customers."

"Hundreds of commercial truck buyers right in your market aren't buying the trucks they need. I'm talking about customers who need fuel-efficient, maintenance-efficient, long service life trucks in the 10,000 to 20,000 GVW range...the upper end of Class 2...plus Classes 3, 4, and 5.

"Potentially, there are over two million of these customers out there...wholesale and retail distributors who need intermediate range trucks to meet their cargo requirements...and lower cost of operation to fit their economic needs."

"Domestic manufacturers simply haven't provided product entries with the GVW load-carrying capacities these customers require. So, in the past, buyers had to settle for overworked, overloaded light-duty trucks...or for under-utilized Class 6 medium-duty trucks.



Gary Cooper
Senior Vice
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"European Class means a lot to your customers. And a lot more to your sales."

"European Class represents the very best in European truck design and engineering. It means outstanding craftsmanship in material, assembly, fit and attention to detail. And, it means advanced diesel technology, unsurpassed in today's state of the art."

"European Class lets you offer your customers a unique product with owner benefits others can't match. For example, dramatically lower operating costs. Customers who currently operate gas-powered trucks will be amazed at the cost-savings our diesels deliver. IVECO owners report up to \$20,000 savings in the first 150,000 miles of operation."

"You'll also be selling a proven product. IVECO trucks have been operated around the world over millions of miles. Our diesel engines are among the finest in the world... Designed and built to be diesels in the first place...by a company with over 70 years of diesel experience... one that builds over 400,000 diesel engines each year."

"There's so much more to offer your customers with IVECO. A completely rebuildable diesel engine, lower maintenance costs, a real truck chassis and plenty of driver comfort and convenience."

"European Class profits and first class dealer support."

"Dealer margins on IVECO European Class Diesel Trucks are among the best in the business. And so are our support programs. We offer special sales incentive plans, co-op advertising allowances, Yellow Pages co-op, sales and service training... and much more. Our support programs are designed to help you get the sale in the first place and to make a profit in every department."

"In addition, IVECO prides itself in providing the best after-sales product support in the truck industry. Product Support Managers provide in-dealership training, counsel and assistance to your parts and service personnel. Our 800 WATS lines provide full business day information and service assistance, and take emergency parts orders which are filled within 24 hours."

"IVECO has made a substantial investment in the quality of its product support service to match the outstanding quality of its products."

"Think it over. Then decide. It's time you put European Class on your financial statement."

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training, and service in the industry. And one more thing, because our conversions have the fastest turnover, we also deliver the highest dealer profits. For a list of successful Tra-Tech dealers and our complete marketing story, call today.



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(For more information circle #32)

Special Showcase : Body Shop Equipment

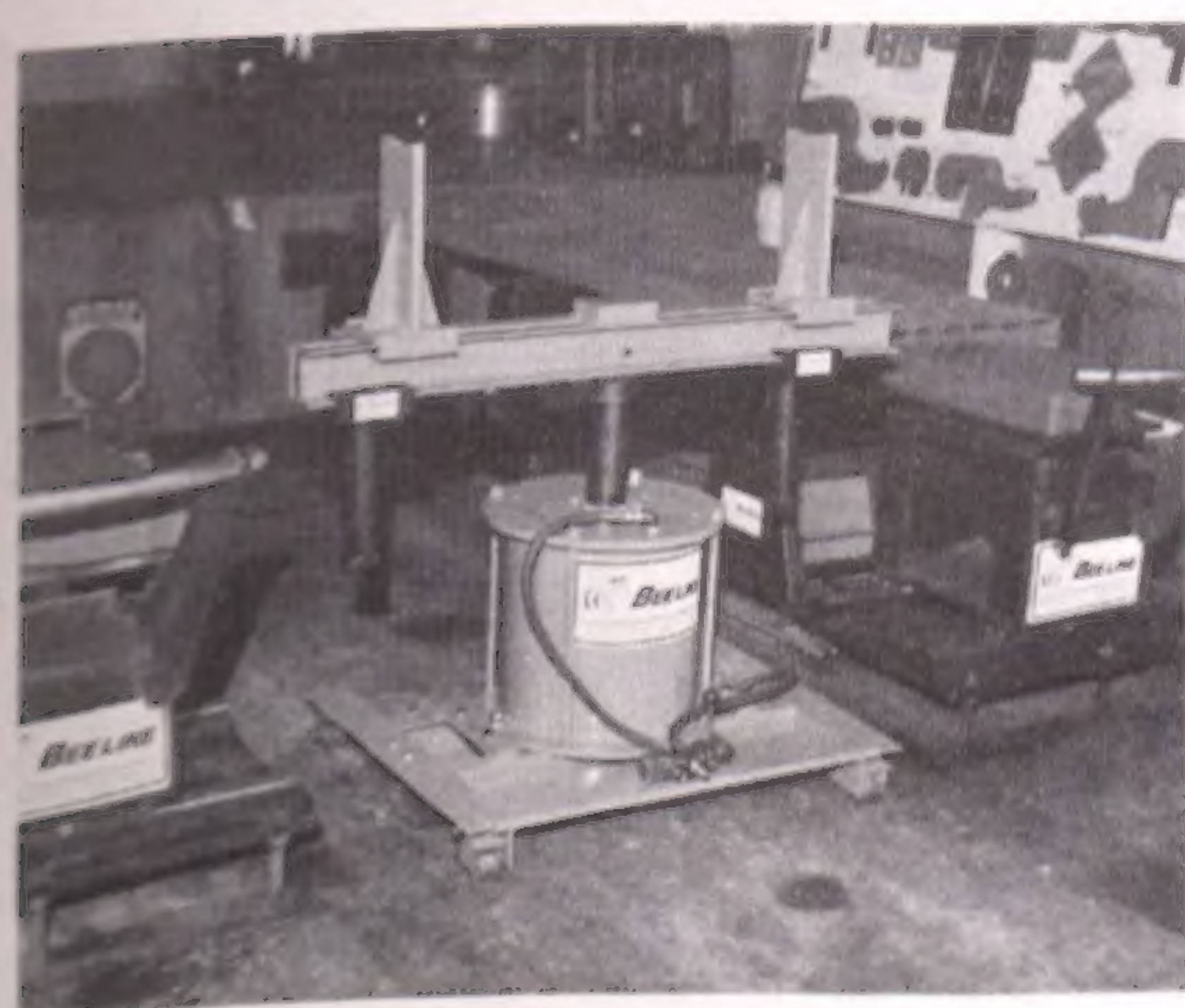
Now available to Chief E-Z-Liner and E-Z-Liner II customers is an all-new **body shop marketing package** designed to increase insurance and walk-in estimate closings. According to the company, the program is guaranteed to increase estimate closings by at least 50 percent. The package contains a six-minute videotape program to explain the shop's repair procedure, a generic shop brochure, a "certificate of repair" and an E-Z-Liner shop sign. The package also provides the estimator with a closing routine. Manufacturer: Chief Automotive Systems, Grand Island, NE. ■

(For more information circle #81)



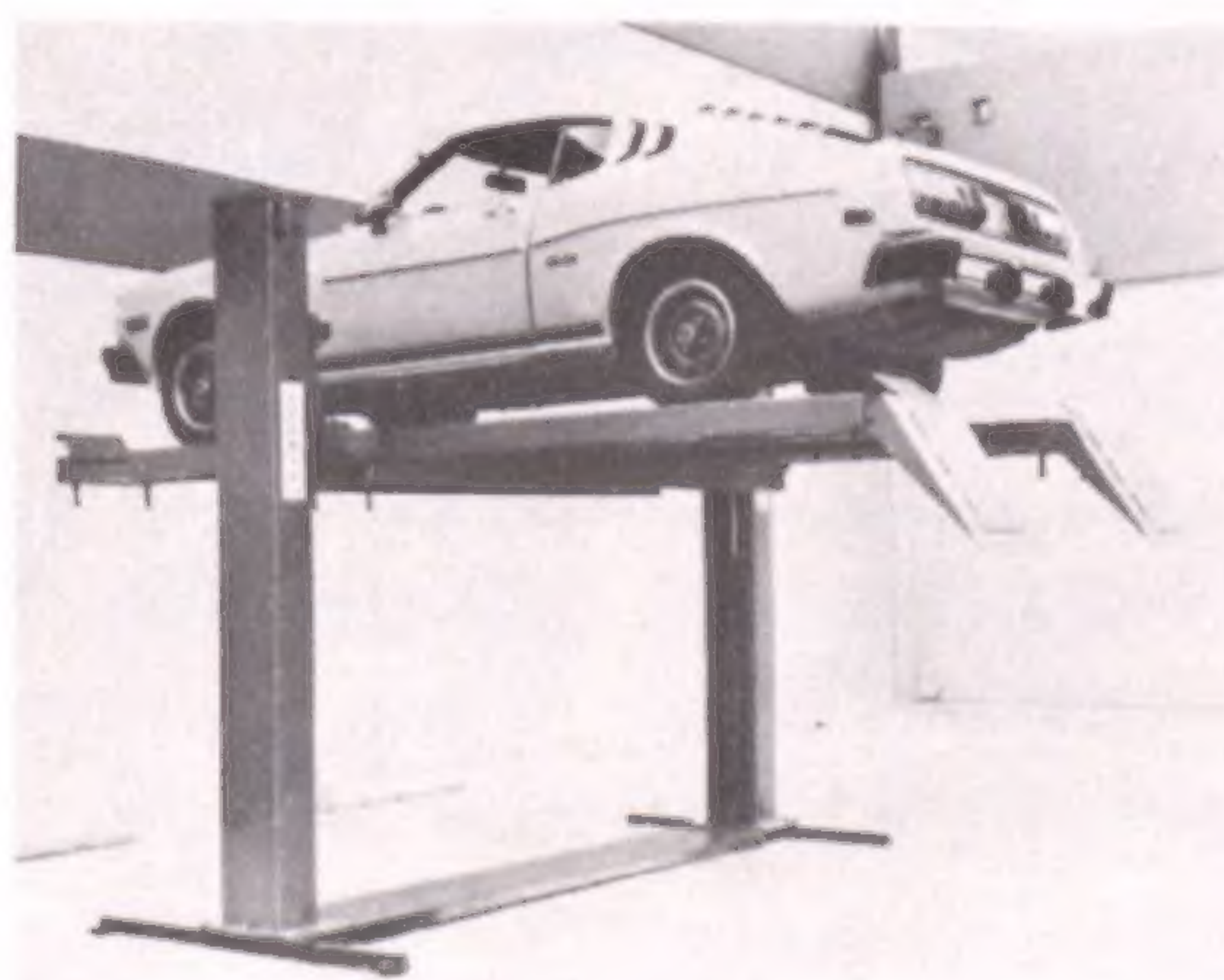
Bee Line is introducing a new heavy-duty **air jack** for use with Bee Line automotive equipment. The jack has a lifting capacity of 2,800 lbs. per 25 lbs. of air pressure, compared to 1,800 lbs. per 25 lbs. of air pressure available with the standard model jack. The unit features a reinforced lifting beam, a 2½-inch diameter shaft and the same service life as the standard jack. The air cylinder can be adapted to fit the standard air jack base and has the same extended and retracted height. Manufacturer: Bee Line Co., Bettendorf, IA. ■

(For more information circle #82)



New from Blackhawk is a **MIG welder** designed especially for body shop use. According to the manufacturer, the unit performs continuous, automatic stitch and spot welding on all types of automotive steels, including high-strength steels, aluminum and stainless. Individual wire feed and heat settings allow precise control. Includes a torch assembly with steel liner and tapered nozzle, a teflon liner for aluminum welding, a selection of contact tips, a spot weld nozzle, a spare tapered nozzle and a heat shrink attachment with three carbon elements. Manufacturer: Blackhawk, Milwaukee, WI. ■

(For more information circle #83)

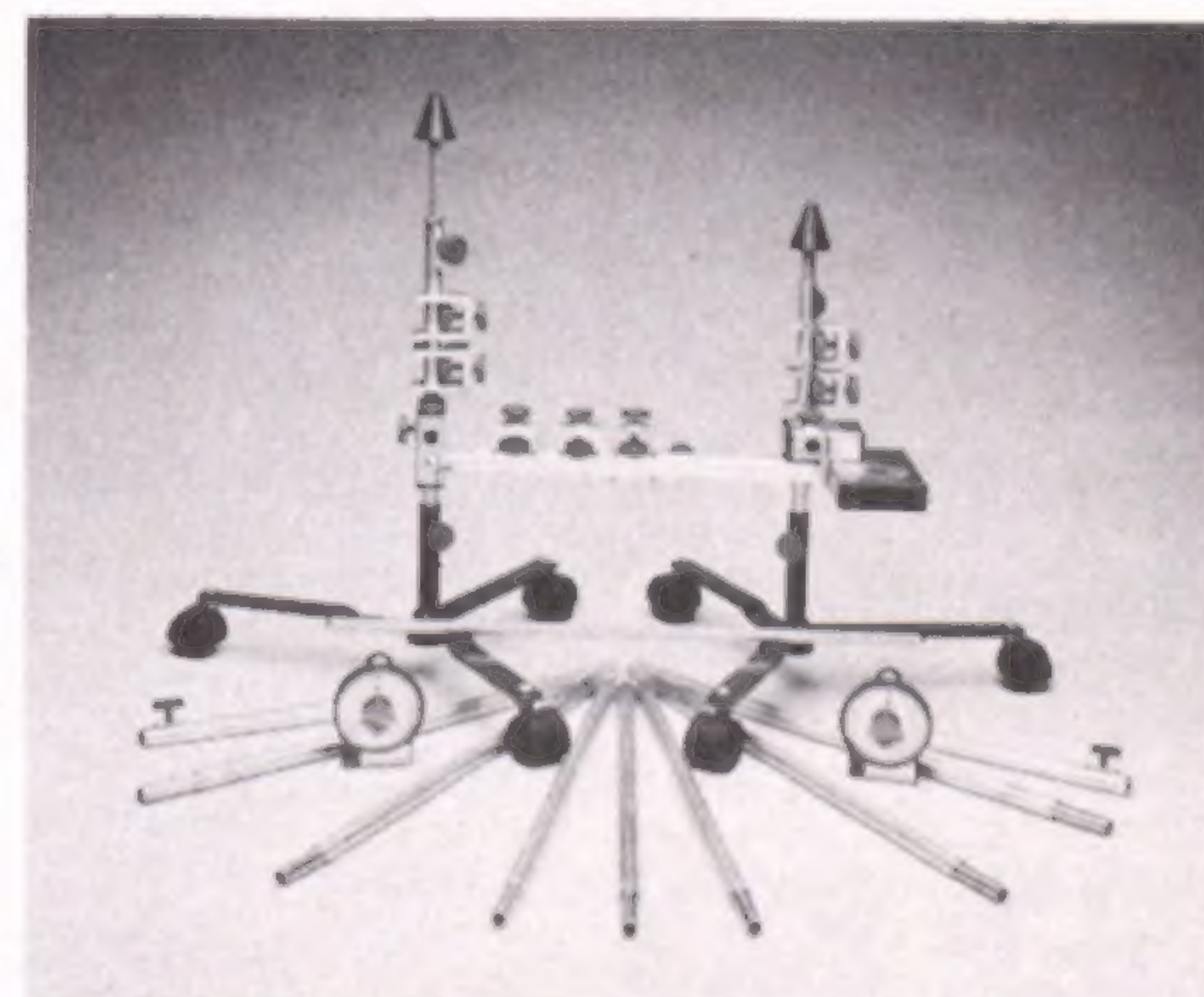


Benwil Industries is announcing that its two-post 7,000-pound-rated auto service **lifts** are now available fitted with Hunter wheel alignment racks for precision alignments. The system is available with either one or two swing air jacks. Manufacturer: Benwil Industries Inc., Torrance, CA. ■

(For more information circle #84)

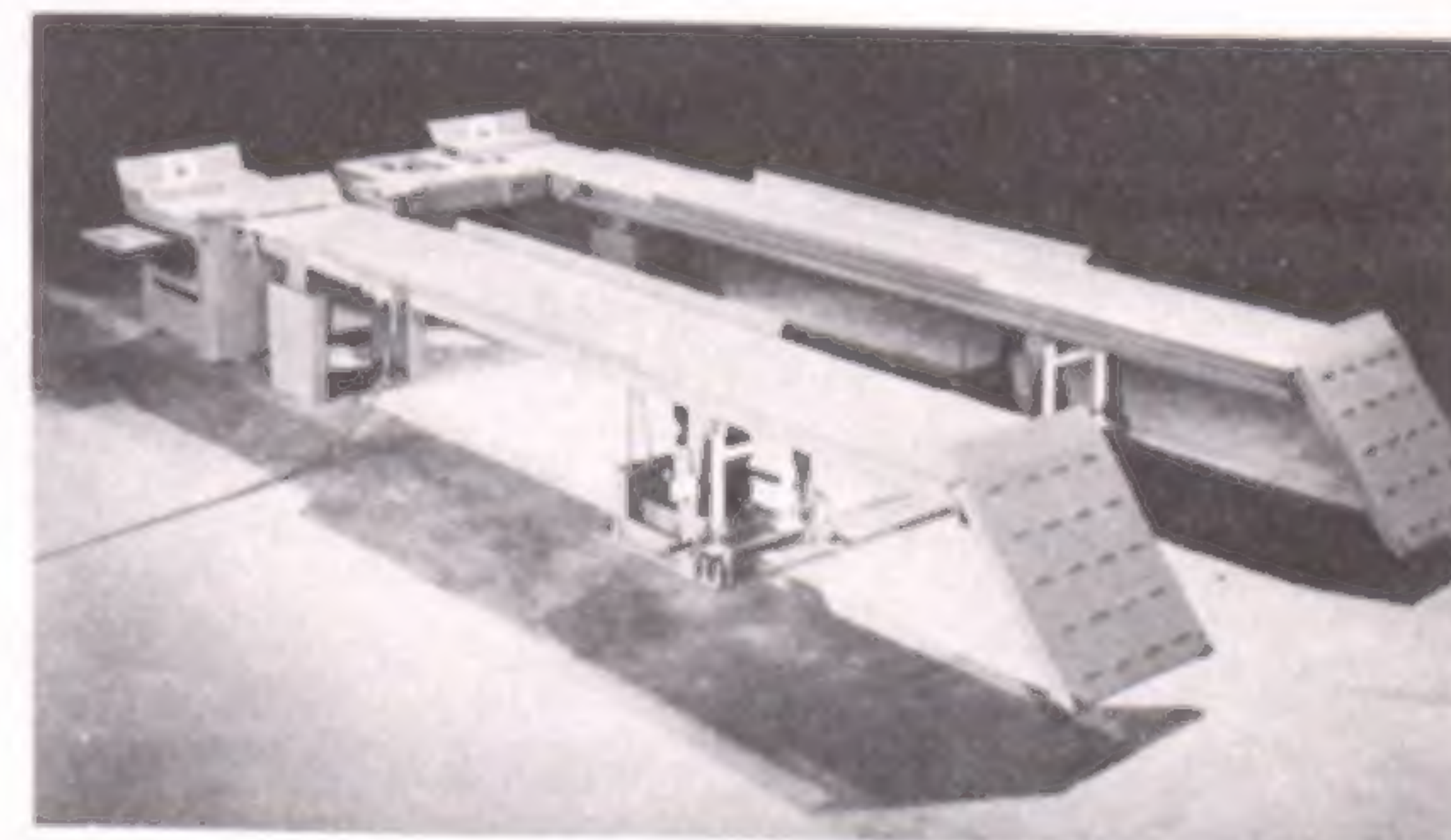
Kuhn Manufacturing Co. says its **Expando-Tram** is a complete measuring system for auto body repairs that guarantees accuracy back to factory specifications. Expando-Tram is a portable, lightweight, durable system that provides digital readout in inches and millimeters. The unit has adjustable working heights, provides easy underbody access, measures all critical control points and checks angles of all control points including caster and camber. Manufacturer: Kuhn Manufacturing Co. Inc., Sun Valley, CA. ■

(For more information circle #85)



Hunter Engineering Co. is offering three different types of **alignment racks** to meet every need: lift racks, floor racks and pit racks. The lift racks are designed to fit single post, side-by-side twin-post lifts, and many surface-mounted lifts. According to the company, its air-operated power floor racks make it easy to add alignment service to any bay, and its pit racks offer particular advantages, especially for axle-bending work on truck applications. Manufacturer: Hunter Engineering Co., Bridgeton, MO. □

(For more information circle #86)



July's Special Showcase features wheels/tires. Please send press release and a black and white glossy photograph of your product for consideration to: **Joan Rubin, assistant editor, Automotive Executive, 8400 Westpark Drive, McLean, VA 22102-3593.** Materials must be received by May 25.



Representation of
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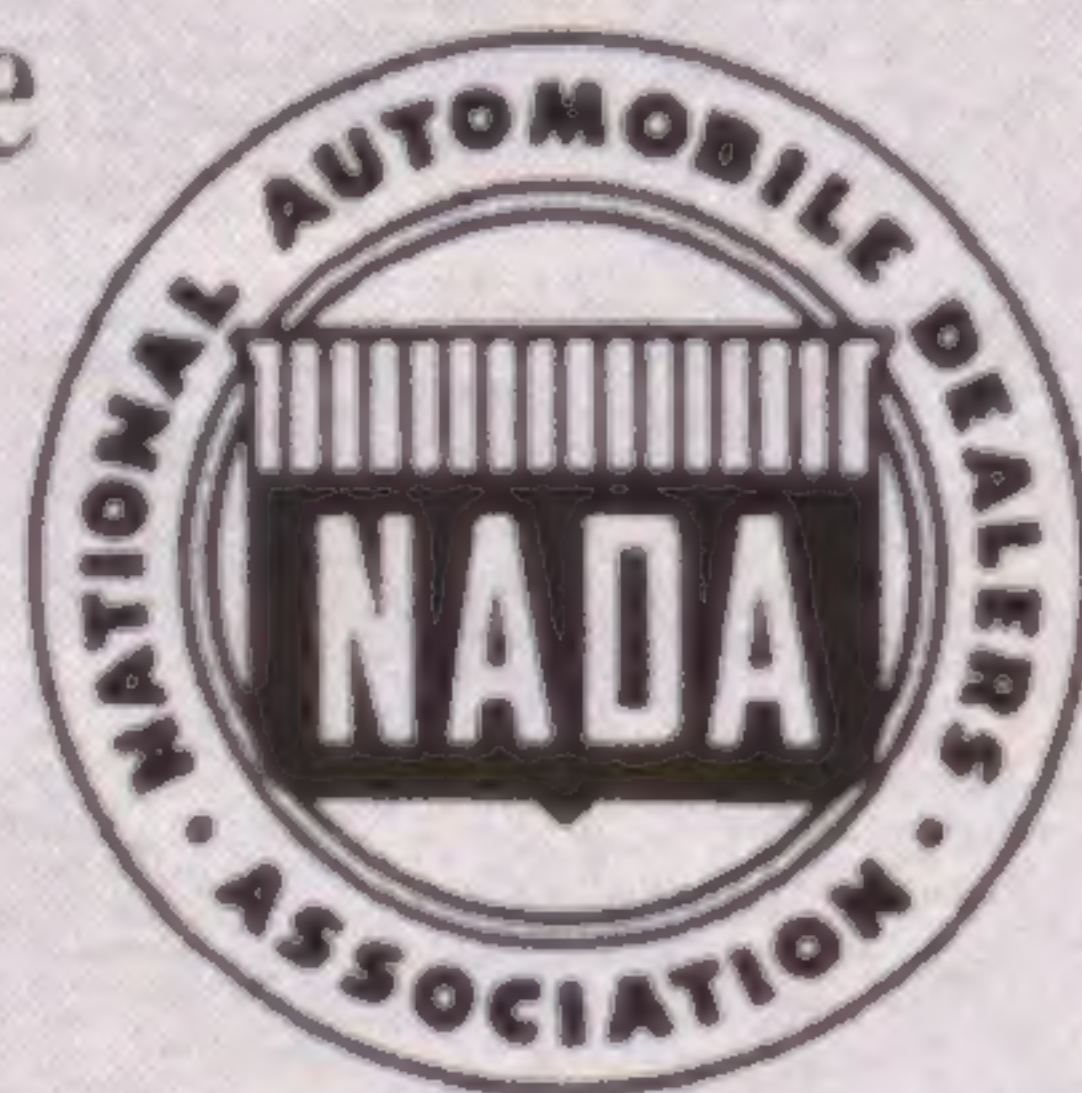
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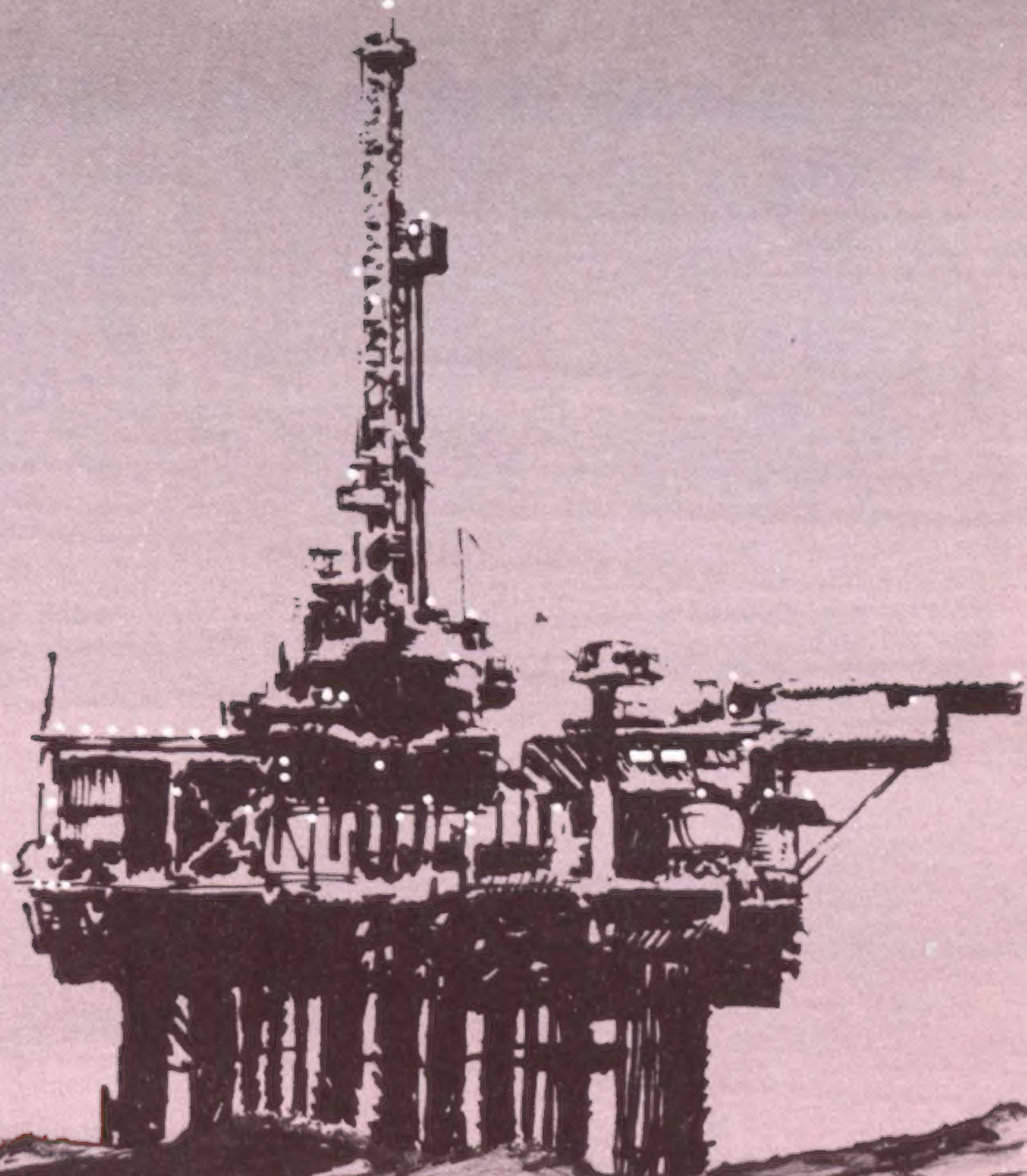
these winners, it publicizes them in the pages of TIME, making the public aware of the hard working, ethical individuals who are part of our business. Such publicity is bound to have a positive effect on our entire industry.

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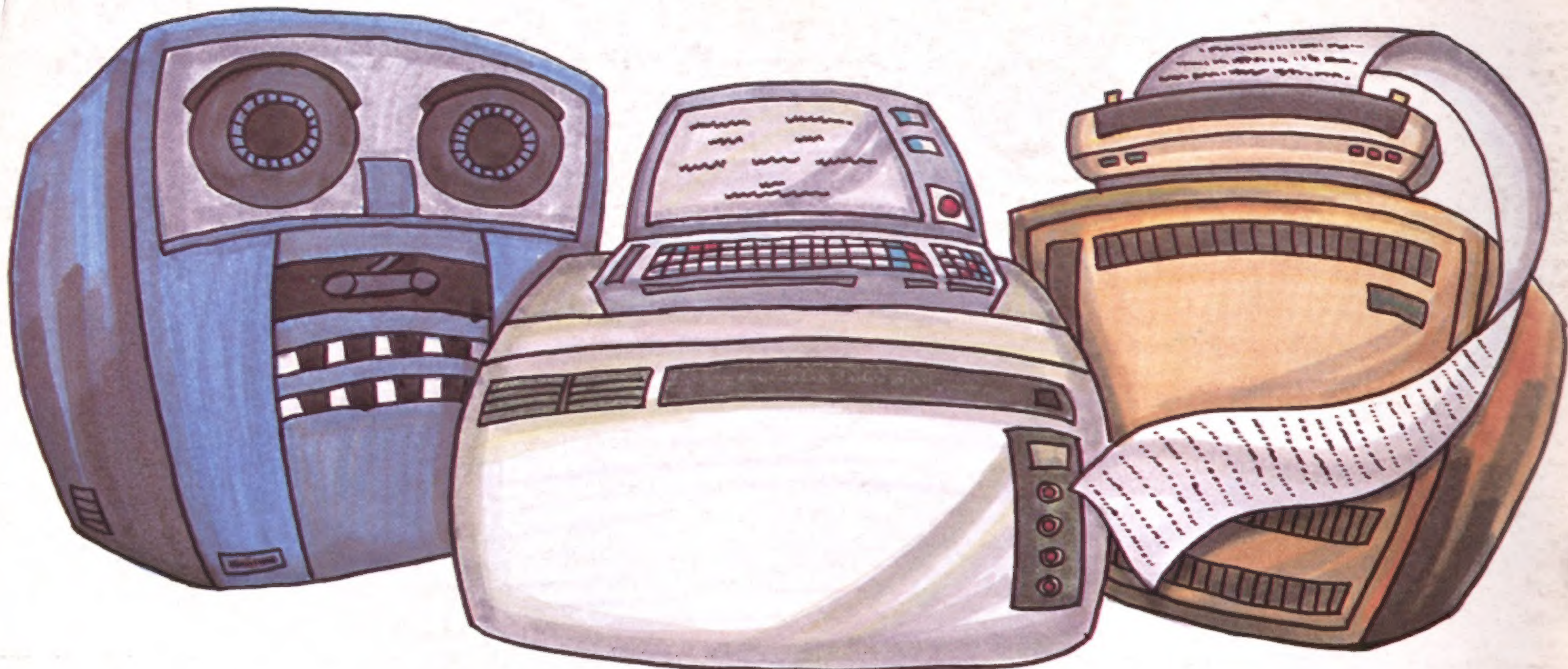
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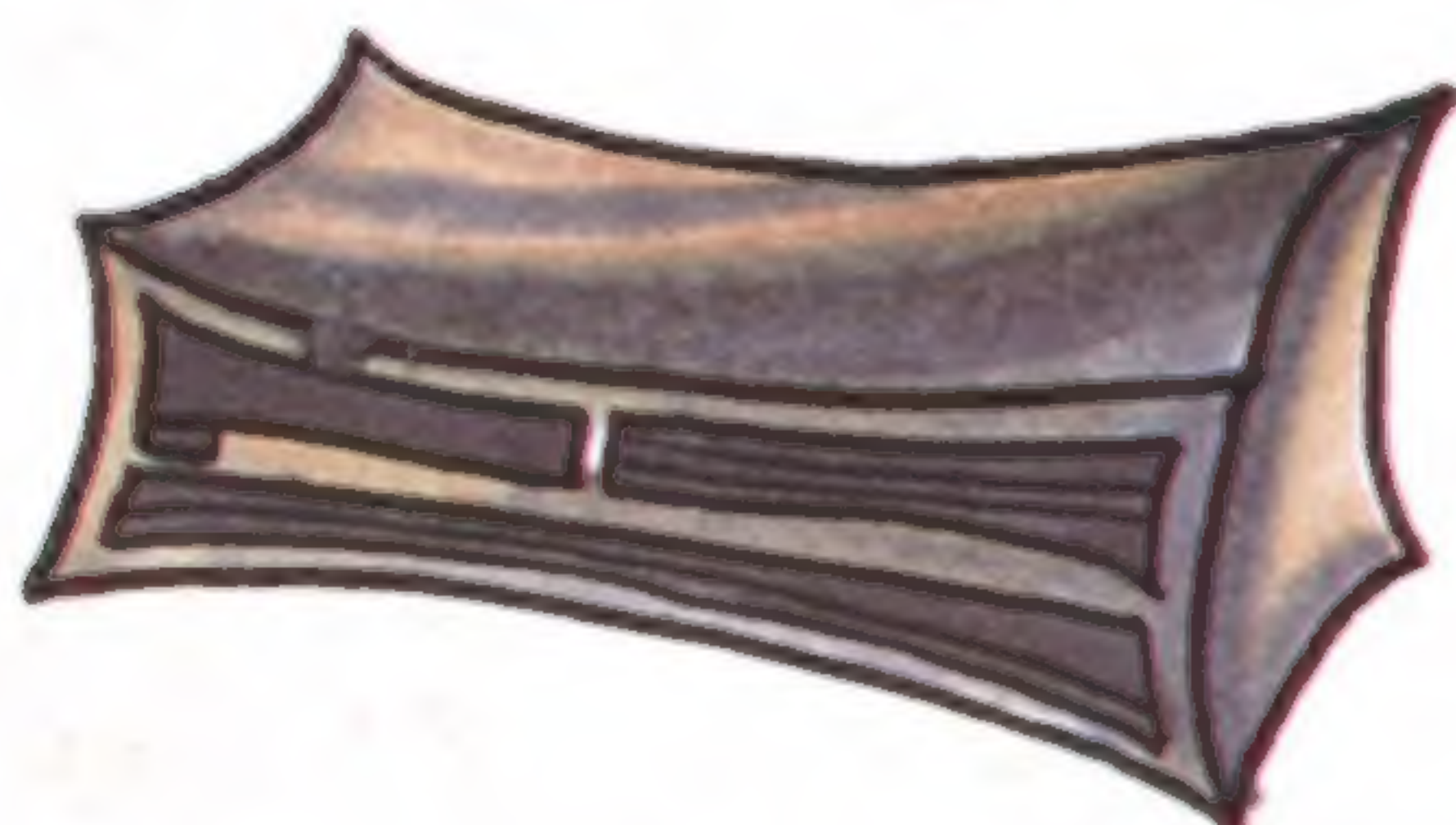
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(For more information circle #35)



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